

ORANGE COUNTY SHERIFF-CORONER DEPARTMENT

BUSINESS PLAN 2003



Michael S. Carona
Sheriff-Coroner

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2003

**Michael S. Carona
Sheriff-Coroner**



**SHERIFF-CORONER DEPARTMENT
COUNTY OF ORANGE
CALIFORNIA**

**MICHAEL S. CARONA
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February 2003

To Our Readers:

Last year proved to be a remarkable time of transition as our nation recovered from the terrorist attacks of September 11th and moved forward with energy to address the pressing needs of homeland security. Local and state governments followed suit, enacting sweeping initiatives and legislation culminating in a level of preparedness never before seen.

The Sheriff's Department assumed a pivotal role in providing security to the citizens of Orange County. New and innovative ways of collecting information and responding to terrorist threats were developed. Working in close cooperation with other governmental agencies and our community partners, the Department has undertaken great strides forward to face the specter of terrorism.

As we move forward into 2003, the Department must reaffirm its role in the community. Despite the menace posed by foreign enemies, we must continue to identify and address all threats to public safety regardless of their origin. Our County is a vibrant community thriving with business and tourism, and its citizens possess a high quality of life. The well being of all in Orange County must be our prime concern.

Our Department Business Plan summarizes our goals and objectives as we move forward into 2003. Outlined are approaches and strategies designed to meet our solemn obligations to the citizens of Orange County. Our efforts must be multi-faceted and innovative to meet the needs of the new year with projected budget shortfalls.

2003 will prove to be a momentous year as we push forward with further efforts to address terrorism. New technological developments will further enhance the efficiency of law enforcement operations while community oriented policing techniques will continue to foster our relationship with those we serve.

Sincerely,

Michael S. Carona
Sheriff-Coroner

PROUDLY SERVING THE UNINCORPORATED AREAS OF ORANGE COUNTY AND THE FOLLOWING CITIES AND AGENCIES:

ALISO VIEJO • DANA POINT • LAGUNA HILLS • LAGUNA NIGUEL • LAGUNA WOODS • LAKE FOREST • MISSION VIEJO
RANCHO SANTA MARGARITA • SAN CLEMENTE • SAN JUAN CAPISTRANO • STANTON • VILLA PARK
HARBORS, BEACHES & PARKS • JOHN WAYNE AIRPORT • OCTA • SUPERIOR COURT

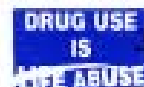


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I. EXECUTIVE SUMMARY

The Orange County Sheriff's Department is a large, multi-faceted law enforcement agency composed of more than 3,800 sworn and professional staff members and approximately 578 Reserve personnel. The Department consists of five organizational functions divided into 20 divisions. Core services provided by the Department include: jail operations, patrol, criminal investigations, coroner services, forensic sciences, communications, court security, support services, personnel, systems, financial/administrative, emergency management, and investigations.



MISSION STATEMENT

"...provide a safe environment for all residents, businesses, and visitors in Orange County."

It is the mission of the Orange County Sheriff's Department to provide professional, responsive, and caring law enforcement services to the residents, visitors and businesses of Orange County. We believe a safe community can only exist through a partnership with our employees, residents, businesses and other public entities.

We pledge to provide all services in an expeditious, effective and courteous manner while encouraging community participation in the development of goals and objectives for our organization.

We will strive to be leaders and a national model in all aspects of law enforcement, homeland security and jail operations.

Because Orange County is so large and diverse, the Department must address significant challenges in meeting the demands of its citizens. In response to these challenges, in 2003 the Department expects to open its new Orange County Coroner Forensic Facility and Statewide Coroner Training Center, complete expansion of the Sheriff Training Facility at Katella, and implement the Family and Domestic Violence Arrest and Compliance Team (A.C.T.). The Department will continue to lead and support all law enforcement agencies in the County by providing assistance when necessary and by providing community policing in unincorporated areas.

The goals for the Department, established over the past several years, remain unchanged for 2003.

- Respond in a timely and effective manner to public safety concerns
- Provide safe, secure, and efficient incarceration for pre- and post-trial inmates
- Lead and support Countywide law enforcement efforts

Achieving these goals requires the Department to recruit and maintain a motivated and productive workforce. The Department has established this as a strategic imperative and has developed strategies to address the diversity in our workforce and other related issues. The Department successfully addressed its goals in 2002 through the dedication of both sworn and professional staff. In addition, the Department's major accomplishments for 2002 include:

- Identified and apprehended the suspect in the Samantha Runnion kidnapping and murder investigation.
- Established the Terrorism Early Warning Group, which works in conjunction with local law enforcement, fire, health, and hospital officials.
- Broadcast the first two Child Abduction Regional Emergency (C.A.R.E.) Alerts ("Amber Alerts") in Orange County and assisted in the establishment of dispatch protocols that were adopted into the statewide notification system.
- Identified 12 previously unidentified suspect DNA samples from three unsolved rape cases dating back as far as 1989, due to the Sexual Assault Backlog Reduction Effort (S.A.B.R.E.) program.
- Established an independent Airport Operations Division at John Wayne Airport in response to the increased law enforcement and federal security requirements resulting from the events of September 11, 2001.
- Reduced the percentage of inmate-on-staff assaults in County jail facilities by 34% from 2001 to 2002.
- Designed and deployed state-of-the-art Mobile Command and Communication Centers for mutual aid support.
- Successfully passed FEMA-graded Plume Phase and Radiological Decontamination Exercises for the San Onofre Nuclear Generating Station.
- Created a public-private partnership to provide rent-free temporary office space for Reserve Operations, thereby saving the County \$130,000 in rent over a two-year period.

Ongoing refinement of decentralized services continues to enhance the Department's business operations, streamline and expedite the provision of services, and support fiscal responsibility. Examples include:

- Human Resources: Recruitment, selection, employee relations and personnel management services are more closely aligned with the goals of the Department. Recruitments are targeted to attract a more qualified applicant pool, supervisor/employee relationships are nurtured through training, and personnel management services are focused on divisional needs.
- Organization: Two Department functions, previously headed by two Assistant Sheriffs, were combined into one Investigations/Communications/Court Operations function headed by one Assistant Sheriff, thereby streamlining operations and eliminating one Assistant Sheriff position through attrition.
- Facilities Operations: During 2002 the number of backlogged work orders was reduced by 64%. The Facilities Operations Unit is developing a proactive maintenance program to preserve the Department's physical plants and equipment inventory, which will further reduce the number of backlogged work orders.
- Facilities Maintenance: The Facilities Operations Unit assumed all maintenance and repair responsibility for Food Services' equipment, a service previously provided by contracted vendors, reducing the annual cost of this service by \$96,000.
- Facilities Construction: The Department, responsible for planning and constructing the \$100 million Theo Lacy Jail Expansion Project, has completed Building C, substantially completed Building A, and has begun the process to construct Building B which is scheduled for completion in mid-2005. In addition, construction began on a new state-of-the-art Statewide Coroner Training Facility and a new Sheriff's training building at the Katella Training Facility, which are scheduled for completion in mid-2003.

Committed to its staff, the Department focuses on maintaining a productive working environment that fosters advanced training and ongoing education. Members of the Department are motivated to attain the Department's established goals.

The 2003 Business Plan summarizes the achievements and identifies the objectives established by the Orange County Sheriff-Coroner Department.

II. MISSION AND GOALS

A. VISION

TO MAINTAIN ORANGE COUNTY AS ONE OF THE SAFEST AND MOST CRIME-FREE AREAS IN THE COUNTRY, AND ENSURE THE SHERIFF-CORONER DEPARTMENT IS WELL RESPECTED AND VALUED BY THE COMMUNITY.

B. MISSION

TO PROVIDE A SAFE ENVIRONMENT FOR ALL RESIDENTS, BUSINESSES, AND VISITORS IN ORANGE COUNTY.

C. GOALS AND OUTCOME MEASURES

GOAL 1: *RESPOND IN A TIMELY AND EFFECTIVE MANNER TO PUBLIC SAFETY CONCERNS.*

Goal 1	Calendar Year 2001 (2002 Survey*)	Calendar Year 2002 (2003 Survey*)	Calendar Year 2003 Anticipated Results
<p>Performance Measure: Percent of residents who feel safe in their neighborhoods</p> <p>What: Measure commitment of Department to provide a safe, living environment</p> <p>Why: Department personnel is committed to providing best quality service by enhancing overall quality of life through safe environment</p>	<p>Survey to measure citizen safety perception shows that in Sheriff's service areas 95.7% feel very safe or reasonably safe when walking in their neighborhood.</p>	<p>Survey to measure citizen safety perception shows that in Sheriff's service areas 97.6% feel very safe or reasonably safe when walking in their neighborhood.</p>	<p>Percentage of citizens who feel safe in their community will remain stable throughout 2003.</p>
<p>Performance Measure: Percent of residents rating the quality of service provided by the Department as good or excellent.</p> <p>What: Measuring quality of service provided to community and effectiveness of meeting customer service demands.</p> <p>Why: Achieve our commitment to respond in a timely, effectively manner to the needs of our citizens.</p>	<p>A survey to measure citizen satisfaction shows that in the Sheriff's service areas 84.7% of the citizens rate the quality of services provided as excellent or good.</p>	<p>A survey to measure citizen satisfaction shows that in the Sheriff's service areas 78.5% of the citizens rate the quality of services provided as excellent or good.</p>	<p>Quality of service provided by Department personnel will remain high during 2003 according to the citizen survey.</p>

**Source: 2002 and 2003 Orange County Sheriff-Coroner Department Resident Opinion Survey Report based on survey of a random sample of residents within Sheriff's service area conducted by Scott Bryant & Assoc. and Chapman University.*

GOAL 2: *PROVIDE SAFE, SECURE, AND EFFICIENT INCARCERATION FOR PRE- AND POST-TRIAL INMATES.*

Goal 2	Calendar Year 2001 (2002 Survey*)	Calendar Year 2002 (2003 Survey*)	Calendar Year 2003 Anticipated Results
<p>Performance Measure: Number of incidents in County jails involving inmate-on-inmate violence.</p> <p>What: Measure the level of safety and security the Department is providing to housed inmates.</p> <p>Why: Responsibility of inmate care while in Sheriff custody is a top priority of the Department.</p>	<p>During the 2001 calendar year, there were 399 inmate-on-inmate assaults in County jails. (6.5 assaults per 1,000 inmates.)</p>	<p>During the 2002 calendar year, there were 391 inmate-on-inmate assaults.</p> <p>Incidents in County jails involving inmate-on-inmate assaults decreased 2% from 2001 to 2002.</p>	<p>Incidents of inmate-on-inmate violence will continue to decrease due to additional training in identifying inmates with previous and potentially assaultive behavior.</p>
<p>Performance Measure: Number of incidents in County jails involving inmate-on-staff violence.</p> <p>What: Measure our commitment to provide a safe working environment for all Department employees</p> <p>Why: To ensure the safety of our employees</p>	<p>During 2001, there were 62 incidents in County jails involving inmate-on-staff violence. (1.01 assaults per 1,000 inmates.)</p>	<p>During 2002, there were 41 incidents in County jails involving inmate-on-staff violence.</p> <p>Incidents in County jails involving inmate-on-staff violence decreased 34% from 2001 to 2002.</p>	<p>Continue to decrease the number of inmate-on staff-violence to ensure a safe working environment.</p>

**Statistics provided by Incident Statistical Summary from five O.C. Sheriff's jail facilities.*

GOAL 3: *LEAD AND SUPPORT COUNTYWIDE LAW ENFORCEMENT EFFORTS.*

Goal 3	Calendar Year 2001 (2002 Survey*)	Calendar Year 2002 (2003 Survey*)	Calendar Year 2003 Anticipated Results
<p>Performance Measure: Percent of police departments in Orange County rating the overall quality of scientific analysis provided as good or excellent.</p> <p>What: Measures the Department's ability to provide quality service to countywide law enforcement agencies.</p> <p>Why: Department is committed to achieving its goal of leading and supporting countywide law enforcement efforts.</p>	<p>A survey of Orange County police chiefs rated the overall quality of scientific analysis of evidence in 2001 as 92% good or excellent.</p>	<p>A survey of Orange County police chiefs rated the overall quality of scientific analysis of evidence in 2002 as 100% good or excellent.</p>	<p>Maintain complete satisfaction of scientific analysis services provided to countywide law enforcement agencies.</p>
<p>Performance Measure: Percent of police departments in Orange County rating the overall quality of DNA analysis provided as good or excellent.</p> <p>What: Measures the Department's ability to provide efficient and reliable services to countywide law enforcement agencies.</p> <p>Why: Continue the Department's goal of supporting countywide law enforcement efforts.</p>	<p>A survey of Orange County police chiefs rated the overall quality of DNA lab services in 2001 as 93% good or excellent.</p>	<p>A survey of Orange County police chiefs rated the overall quality of DNA lab services in 2002 as 100% good or excellent.</p>	<p>Maintain high or complete satisfaction of DNA lab services that are provided to countywide law enforcement agencies.</p>

** Source: 2002 Orange County Sheriff-Coroner Department Survey of Police Chiefs*

D. 2003 STRATEGIC IMPERATIVE

RECRUIT AND MAINTAIN A MOTIVATED AND PRODUCTIVE WORKFORCE IN SUPPORT OF THE DEPARTMENT'S GOALS.

To successfully meet these goals, recruiting and maintaining sufficient staffing is imperative in 2003. The extremely limited budget situation creates a challenge to achieving this strategic imperative, along with the impacts of the retirement of nearly 200 senior Department members in 2002 that are still being felt and will demand aggressive, continuing recruitment and training over the next several years. Failure to meet this strategic imperative will compromise the ability to meet these goals in a manner consistent with the high standards and past practices of the Department.

III. OPERATIONAL PLAN FOR GOALS

This section of the Business Plan identifies the clients, challenges, resources, and strategies applied to each of the three goals, that affect the implementation of that goal. The three goals are: (1) Respond in a timely and effective manner to public safety concerns; (2) Provide safe, secure, and efficient incarceration for pre- and post-trial inmates, and (3) Lead and support Countywide law enforcement efforts. Department-wide clients, challenges, resources and strategies that apply to all three goals are listed in Sections A – C below. The clients, challenges, resources and strategies that apply only to a specific goal are listed in Section D, Goals, within the discussion of each goal.

A. CLIENTS SERVED BY THE DEPARTMENT

The Sheriff-Coroner Department is the primary law enforcement agency in Orange County. The Department's client profile includes all residents, businesses, and visitors within Orange County. In addition, the Department assists public safety agencies and other governmental agencies at the federal, state, and local levels. All are stakeholders in the overall success and achievement of each of the three goals and the strategic imperative established by the Department. The Department provides services to these entities in the areas described below.

Community

Orange County, the second most populous county in California, is a diverse community composed of 2.9 million residents and 37.9 million annual visitors. The Sheriff-Coroner Department is responsible for protecting the community and maintaining a safe environment by providing patrol and investigation services, community policing, jail services, forensics, coroner services, reserve (volunteer) services, communications services, and by providing specialized law enforcement services to the community as required.

The Department provides patrol and investigative services to 122,534¹ residents living in unincorporated areas of Orange County and 547,541 residents living in 12 cities which are law enforcement partners with the Department.

The Community Coalition, instituted by Sheriff Carona, provides a forum and encourages diverse community groups to interact with the Department. The objective of the coalition is to maintain two-way lines of communication between the Sheriff and the community served.

The Orange County Sheriff's Advisory Council is a non-profit organization that provides financial support and guidance to the Department and further enables the Department to provide leading edge service to the residents of Orange County. In its many years of service to the County, the Council has provided over \$3 million in financial

contributions to law enforcement. The Advisory Council's Project 999 exists to support the families of Orange County law enforcement officers who are killed or injured in the line of duty.

County Departments and Government Entities

County Facilities — The Department provides law enforcement and security in County buildings, flood control channels, landfills, and remote radio sites.

Countywide Services – Pursuant to Board Resolution, the Sheriff-Coroner Department is directed to provide Countywide services from the following areas to all Orange County cities, as well as unincorporated areas: Coroner, Crime Prevention, Correctional Facilities, Dive Team, Forensic Science Services, Communications, Economic Crimes, Fugitive Warrants, Hazardous Device Squad, Helicopter Response, Homicide Detail, Hostage Negotiation, Mounted Patrol, Narcotics Detail, Jail Inmate Transportation, Central Records, Reserve Forces, Sex Crime/Family Protection Detail, Tactical Support Team, and Training. The Department also provides terrorism indicators/warning assessments to all cities and unincorporated areas in Orange County.

Department of the Navy – Law enforcement services are provided by contract to the closed Marine Corps Air Station El Toro.

Federal and State Agencies – Law enforcement and information services and assistance are provided to federal and state agencies when requested. Emergency preparedness and planning assistance are provided under California Standardized Emergency Management System (SEMS).

Harbor Patrol – The County Public Facilities and Resources Department (PFRD) contracts with the Department for law enforcement, search and rescue, firefighting, and marine safety at the three County harbors (Sunset/Huntington, Newport and Dana Point), including the 15,000 vessels moored in the three harbors. Sheriff's Harbor Patrol is also responsible for the 35,000 vessels registered in Orange County and for monitoring Orange County's 43-mile coastline.

John Wayne Airport – The Department provides security and law enforcement services to John Wayne Airport, the 30th busiest airport in the world.

Orange County Fairgrounds — The Department provides law enforcement services by contract at the Orange County Fairgrounds for the Orange County Fair, weekend Market Place, and special events.

Orange County Transportation Authority — Transit Police Services provides security and law enforcement services by contract to the Orange County Transportation Authority, which has an annual ridership of over 60 million passengers. Service is provided at all bus bases, transit centers, train stations and rail right-of-ways, and along all bus routes.

Superior Court of California – The Department provides security at all Orange County Justice Centers and utilizes airport-style weapons screening at the Central Justice Center and the Lamoreaux Justice Center. The Department is also charged with keeping prisoners in a safe and secure environment as they await trial.

Court Operations

Residents and business in Orange County utilize services provided by Court Operations to help serve civil process and to enforce court orders. Criminals are apprehended through warrants of arrest served by the Warrant Investigative Unit.

Emergency Response

Control One – Control One is the County’s 24-hour radio communications contact point for public safety agencies, cities, school and special districts, and the Governor’s Office of Emergency Services. Control One provides all local law enforcement agencies with registration and licensing information and is also the initial broadcast point for Emergency Alert System notifications, Sigalerts, Care Alerts and the Emergency Red Channel.

800 MHz Countywide Coordinated Communications System – The Countywide Coordinated Communications System (CCCS) was implemented by Sheriff’s Communications to integrate 800 MHz radio communications to serve all law enforcement and public safety agencies in Orange County. The CCCS links all Orange County law enforcement agencies through one radio network.

Emergency Management – The Emergency Management Bureau provides emergency management and preparedness services to all County departments and agencies, other public and private organizations within the boundaries of Orange County and the County’s general population, which together make up the Orange County Operational Area. The Operational Area Council has 114 members and 11 members on its Operational Area Executive Board. The Sheriff-Coroner Department is designated the lead agency by the Board of Supervisors for the Orange County Operational Area in aspects of emergency preparedness and disaster response. As such, the Sheriff-Coroner is designated the Operational Area Coordinator/Director of Emergency Services for all emergencies involving earthquakes, tsunamis, civil disturbances, energy crises, nuclear power plant emergencies, terrorism and acts of war. The Sheriff maintains the County’s Emergency Operations Center (EOC), located at Loma Ridge, in a constant stage of readiness

County Jail System Inmates

During the 2002 calendar year, a total of 61,377 individuals were booked into the Orange County jail system. The 2002 average monthly inmate population is 4,964, which is increased by 324 additional inmates as compared to the previous year. Of the inmates booked in the Orange County jail system, 88% are male, and 80.6% were between the ages of 18 and 40, according to the automated jail system Inmate Profile Report. The ethnic breakdown is 37.6% white, 49.5% Hispanic, 6.9% black, and 6% are categorized as other ethnicities. In addition, according to the profile report, approximately 69% of the inmates in custody are charged with felonies, and 31% are housed on misdemeanor charges. The Charge Profile Report indicates that 23.8% of the inmates are in custody due to drug charges.

The average length of stay for unsentenced inmates is 102 days, and after sentencing inmates serve an average of 70 days. The stay is considerably longer for pre-trial three-strike offenders; these inmates stay an average of 304 days. In 2002, an average of 145 inmates per month were released to participate in Proposition 36 programs, in which people convicted of a non-violent drug possession offense receive probation and court-supervised treatment services designed specifically for the individual and the community served. A total of 1,735 inmates were released into these Proposition 36 rehabilitation programs in 2002.

B. CHALLENGES FACING THE DEPARTMENT

The Department must carefully balance prepared plans with unexpected emergency situations that require instantaneous reaction among various units.

Financial

A downturn in the state and local economies has impacted sales tax revenues generated by Proposition 172, the primary source of Department funding. The Department closely monitors all revenues on a monthly basis and works with the Auditor-Controller and CEO/Budget and Finance staff to reevaluate priorities and act accordingly. The financial impact posed by decreased sales tax revenue, expiration of federal grants or awards, and reductions in reimbursement of state mandated activities could all have serious and immediate results that may jeopardize public safety services. During the County's Fiscal Year 2002-03 Budget Process, the Board of Supervisors approved the use of reserves to balance the County Budget. The Board directed the CEO to "...identify County General Fund costs for all non-mandated programs and to present a minimum of \$17 million in program cuts and General Fund reductions in the Fall 2002 strategic planning process." The level of cuts and General Fund reductions necessary to close the gap is significantly greater than \$17 million because of the use of one-time revenues to balance base budgets. The current state budget deficit has resulted in the need to make significant reductions in County services. The Department has participated in the CEO's rebalancing review, and is preparing to adjust priorities as the need arises.

Court Operations should benefit from Trial Court Funding reforms, although ongoing financial challenges at the state level has forced the Superior Court to reduce the number and/or level of services it contracts for. The Sheriff and Superior Court management are engaged in discussions to minimize the negative effect of these financial concerns.

Violent Crimes

According to the State Attorney General, in 2001 violent crimes rose 5.8% statewide and the homicide rate rose 9%. Between 2001 and 2002, the total number of cases handled by the Coroner Division rose 3%, and the number of homicide cases increased 10.3%. Homicide investigations require a great number of man-hours, which impacts overall staffing.

Approximately 3,126 registered sex offenders¹ reside in Orange County. The annual number of persons sentenced for sexual assaults other than rape in the United States has increased by an annual average of nearly 15%, faster than any other category of violent crime. If the 3,126 registered sex offenders in Orange County follow the national recidivism rate² of 60%, then approximately 1,875 will re-offend.

Family based violence and abuse remains a significant problem within our society. The dynamics surrounding domestic violence, the neglect, abuse, and endangerment of dependent adults living with their children, and elder abuse are often intertwined in dysfunctional families with a history of violence spanning several generations. This area requires specialized investigative efforts that coordinate with existing county social services and judicial projects. Due to the high volume of family violence incidents in Orange County, it has been necessary to augment our efforts by assigning cases to investigators who are part of the Sex Crimes Detail. Additionally, a review of the reported incidents of elder-based crime revealed a consistent overlap between physical and fiduciary abuse incidents.

The Sheriff-Coroner Department has one of the best databases in the state of tracking registered sex offenders due to a specialized program of regular and reserve officers dedicated to this effort. In addition, the S.A.B.R.E. (Sexual Assault Backlog Reduction Effort) program has been very successful in identifying previously unidentified suspect DNA samples.

¹ Source: Department of Justice Megan's Law database as of 11/5/02

² Source: 1997 Department of Justice study

Terrorism Activity

A significant challenge to the Department continues to be maintaining citizen confidence in the safety of their neighborhood and work environment in light of world events. Immediately after September 11, 2001, the Sheriff-Coroner brought together the Orange County Chiefs of Police, the Federal Bureau of Investigation and the California Department of Justice to discuss the formation of a Joint Terrorism Task Force. As a result, 20 police agencies joined with five state and federal agencies to comprise the Orange County Joint Terrorism Task Force (OCJTTF), jointly directed by the Orange County Sheriff's Department and the FBI. The OCJTTF investigates all leads and intelligence information pertaining to any terrorist activity in the County.

The Department is a member of the Orange County Terrorism Early Warning Group (TEWG), a multi-disciplinary (law enforcement, health and fire) entity formed prior to September 11, 2001, that is designed to obtain and analyze information and intelligence needed to formulate an effective response to threats and acts of terrorism. As part of the TEWG mission, a threat and vulnerability assessment of potential terrorist targets in Orange County was developed in August 2001. After September 11, 2001, the TEWG became fully integrated into the national mutual aid structure. The TEWG has worked diligently with local law enforcement, fire, health, and hospitals to create vulnerability assessments and response folders to acts of terrorism through chemical, biological, nuclear, radiological, and explosive devices. The Department intends to maintain a high profile and presence in all areas and respond appropriately to all citizen concerns. TEWG conducts monthly meetings with liaison officers from local law enforcement, fire, health care, and state and federal agencies to create a network for communication and coordination to help prepare for, mitigate, and react to potential acts of terrorism within Orange County. The TEWG coordinates the Private Sector Terrorism Response Group (PSTRG) collaboration between businesses and governmental entities to assure Countywide readiness and response capabilities for possible acts of terrorism.

The Department will continue to accommodate an extended leave of absence for all employees who returned to active military duty, while maintaining an adequate and fully operational staffing level.

Personnel

The Professional Standards Division is partnering with each division in the Department to assist in facing the challenge of working with reduced resources while maintaining an efficient operation and achieving all operational and financial goals and objectives. Recruiting women for sworn positions in the Department will remain a priority, as well as addressing the needs for diversity in the workforce. As part of the Performance Incentive Program and the Management Performance Plans, the Department will ensure that individual performance goals are consistent with Department objectives. Streamlining these processes will improve the efficiency of the programs.

Technology Crimes

Criminal activity utilizing computers continue to evolve and expand at an unparalleled pace. Although a majority of computer technology provides a benefit to society, identity theft and other fraud related crimes are becoming a significant problem. The Department is continuing to provide investigative resources to a multi-jurisdictional high tech task force to combat these crimes on a regional basis.

Legislation

Legislative developments impact the Department in the form of mandates, legal requirements, and additional responsibilities. The Department monitors evolving legislative issues with the assistance of the California State Sheriffs' Association. The Department solicits proposals for new legislation from our respective divisions and works with the California State Sheriffs' Association to develop legislation that assists us in accomplishing our stated objectives. The Department will continue working with state courts and the California State Sheriffs' Association to author legislation to close the gap in clarifying the use of court attendants. AB1396, passed in 2002, allows for full cost recovery of security services provided by Court Operations to the Superior Court.

Development

Orange County is the second most populous county in California. The current annual rate of growth is 40,000 new residents per year. At this rate, Orange County's population will surpass 3 million residents by 2005 and is projected to reach 3.5 million by 2020. This growth in population as well as projected economic expansion will place an increase demand on all Sheriff services.

C. RESOURCES USED BY THE DEPARTMENT

The Department's most valuable resource is its more than 4,300 employees and Reserve personnel. Each employee is important in the overall operation and daily functions of the Department. If any employee fails in completing the assigned duties it will eventually affect all operations of the Department.

The Sheriff-Coroner Department is funded by a combination of revenue sources including sales tax revenue, contracts for law enforcement services, state reimbursements for mandated services, Trial Court Funding, fees from the service of civil process, and the County General Fund. The Department, working with the California State Sheriffs' Association and the Administrative Office of the Courts, was successful in securing the passage of AB1396 in 2002. This bill allows for full cost recovery of security services provided by Court Operations to the Superior Court.

The Department's budget for fiscal year 2002-03 is \$500.5 million. The County General Fund pays for \$13 of each \$100 appropriated to the Sheriff-Coroner Department. The remainder of \$87 per \$100 is provided by outside dedicated revenues, including sales tax revenue.

The new Orange County Coroner's office and Statewide Coroner Training Center, constructed primarily with State funds, is anticipated to open in May 2003. This is a unique opportunity that will allow the County's Coroner operation to become part of the only training institution in California designed to meet the specific needs of coroners from throughout the state, while also providing the residents of Orange County a state-of-the-art coroner's facility at minimal cost to the County. The new facility will significantly increase the space for the coroner's operation, meeting the increased capacity needs of the County's population. The facility will include new state-of-the-art scientific equipment, sufficient storage space and additional needed office space for coroner staff. The former coroner facility was inadequate in size and required significant expansion and renovation.

Volunteers from the Reserve Division are significant resources to the Department. In 2001, Reserve personnel saved the Department approximately \$8 million by volunteering nearly 85,000 hours of service. In 2002, Reserve personnel anticipate 95,000 hours of service will be volunteered, saving the Department approximately \$9.5 million. A new Reserve Operations facility, provided on a rent-free basis to the Department through a public-private partnership, will become operational in 2003.

The Department actively participates in state and federal surplus property programs and in opportunity buys. In 2002, the Department saved an estimated \$2.3 million through these programs, in which the Department saves money by purchasing property no longer needed by state and federal agencies, and discontinued or mass produced items from manufacturers.

D. GOALS

GOAL 1: RESPOND IN A TIMELY AND EFFECTIVE MANNER TO PUBLIC SAFETY CONCERNS

Clients, Challenges and Resources for Goal 1

The clients, challenges and resources listed in Sections A–C as Department-wide clients, challenges and resources assist the Department in the achievement of Goal 1.

Strategies for Accomplishing Goal 1:

Objective 1.1 Respond promptly to all service calls and deliver expeditious and effective law enforcement services.

- a. Participate in Joint Terrorism Task Force with other public safety agencies to gather information, investigate, and prosecute any terrorist activities in Orange County.
- b. Work with Orange County Police Chiefs' and Sheriff's Association to enhance radio coverage with the addition of possible fill-in antenna sites in Newport Beach, San Clemente, Dana Point and other areas as approved in the County's five-year Strategic Plan.
- c. Continue administration and certification of Sober Living Environment facilities in Orange County.
- d. Continue to deploy the Automated External Defibrillator in select Justice Centers as part of the ongoing study by Mission Hospital Regional Medical Center.
- e. Continue monitoring security needs, staffing levels, and the technology needed to maintain security at John Wayne Airport, and adjust to changing security requirements.
- f. Develop and integrate the Department Emergency Response Plan with the mobile communications and command vehicles.
- g. Streamline voice recorder system and 9-1-1 tape retrieval for district attorneys and support services subpoena response.
- h. Finalize state allotment to Orange County for 9-1-1 phone reimbursement program to ensure full cost recovery under state guidelines and meet equipment upgrade deadlines.
- i. Facilitate transfer of dispatch and 9-1-1 phone services to Newport Beach for expected Santa Ana Heights annexation. Coordinate with 9-1-1 Public Safety Answering Points and phone service providers so service is not impacted.
- j. Continue developing the Terrorism Working Group (TWG) and the Terrorism Early Warning Group (TEWG) to increase training, maintain first responder equipment inventory, disseminate information/intelligence, and assess future equipment needs for responding to acts of terrorism.
- k. Coordinate public agency mutual aid needs with regional and local law enforcement agencies.
- l. Coordinate training exercises to include law enforcement, fire, health, medical and private sectors.
- m. Create a comprehensive training program using personnel resources within the Coroner Reserve Unit to facilitate effective support and expertise in the event of a multiple fatality incident.
- n. Continue to lower the percentage of total Coroner cases that are pending over 60 days from 2.4% to less than 2%.
- o. Continue participation in Domestic Violence Review Team and provide fatality information for use in prevention efforts.
- p. Continue to work with state health department to collect information about child deaths that will assist in timely identification/prevention efforts.

- q. Continue to expand the scope of the Child Death Review Team to include proactive prevention efforts.
- r. Research available funding to develop database to effectively collect and generate comprehensive fatality statistics about child abuse, domestic violence, and alcohol and drug abuse.
- s. Implement the Family and Domestic Violence Arrest and Compliance Team (A.C.T.) by using money received by a federal grant. Begin training unit personnel and patrol personnel on the unit protocols that will require A.C.T. to respond to situations.
- t. Obtain funding in order to bifurcate the Sex Crimes/Family Violence Detail to provide better services to the community and to allow investigative personnel to expand and focus their expertise in a more isolated area.
- u. Obtain funding to create a Crime Analysis Unit that will assign crime analysts to specific details within the Department to assist in the research and analysis of cases.
- v. Obtain funding to allow for expansion and bifurcation of Homicide Detail to form a separate unit dealing specifically with internal criminal incidents, jail crimes, and missing person investigations.
- w. Obtain funding to allow for expansion and bifurcation of the Computer Crimes Unit from the Economic Crimes Detail to address the explosive increase in intricate cases involving high technology crimes within Orange County.
- x. Upon request, evaluate professional staff positions for necessity and classification discrepancies Department-wide in a timely manner.
- y. Develop testing program through Licensing in Professional Standards Division and assist contract cities with improvement of massage therapy ordinances.
- z. Increase investigation of assets from suspected narcotic traffickers.
- aa. Continue deploying Automated External Defibrillators in each of the harbors.
- bb. Generate specifications to solicit bids for new vessels to replace aging Harbor Patrol single-operator patrol boats.
- cc. Continue to increase contacts with juveniles for diversion through patrol deputies and investigators by 100%.
- dd. Continue to educate the public and provide assistance to the victims of domestic violence in collaboration with the courts.
- ee. Continue expanding the Explorers Program by 50%.
- ff. Complete components of Financial Integrated Systems (FIS) module 2, including petty cash, travel cash advances, division cashing and the Revolving Fund, in order to deliver expeditious support to law enforcement personnel.
- gg. Begin design of Financial/Administrative Services Division web page to share Budget/Financial data online, in order to provide information more efficiently to law enforcement personnel.

Objective 1.2 Utilize emerging technology to improve the safety and efficiency of law enforcement officers in the field.

- a. Continue improvements to Civil Process application, including Field Service automation, credit card acceptance and online case access. Continue purchase and installation of upgraded computer hardware.
- b. Develop and implement web-based net assessment and vulnerability rating for public infrastructure for first responders to access for field response in the event of a terrorist attack.
- c. Complete update and enhancement capabilities of the Coroner Information Management System.
- d. Develop and implement a resident property database as a pilot project in the City of Villa Park, funded by the California Law Enforcement Equipment Program grant.

Objective 1.3 Complete second phase of automation for purchasing, and initiate automation for payroll.

- a. Replace the server and upgrade the in-house software program for the Department payroll timekeeping system.
- b. Complete enhancements to the automated purchasing system.

GOAL 2: PROVIDE SAFE, SECURE, AND EFFICIENT INCARCERATION FOR PRE- AND POST- TRIAL INMATES.

Clients for Goal 2

The clients for Goal 2 are the inmates in the County jail system, who were profiled previously in the Department-wide Clients.

Challenges for Goal 2

Between 2001 and 2002, there was a 2.7% increase in the total number of inmates booked into the Orange County jail system, and a 6.5% increase in the monthly average daily population. Jail overcrowding continues to be a concern for the Department. While local jails throughout the nation are, on average, operating at 10% below their rated capacity, Orange County jail facilities are operating at 118%¹ of their total rated capacity.

Resources for Goal 2

Over 1,330 sworn and professional staff provide support and security services systemwide at the five Orange County jail facilities.

Correctional Programs Unit staff provide inmate programs to help inmates develop life and responsibility skills. The Department is committed to providing inmates with high quality Correctional Programs and rehabilitation opportunities. The Department's goal is to meet Title 15 of the Minimum Jail Standards and wherever possible, to exceed the standards in an effort to reduce recidivism and help prisoners lead productive lives. To this end, the Department is continuing efforts to expand space, increase staff, and develop additional job development programs that will not only benefit the inmate, but will have a lasting impact on the community at large.

The Central Jail Complex consists of three jail facilities: the Intake and Release Center (IRC) which opened in 1988, and the Central Men's and Women's Jails, which opened in 1968. The State Board of Correction rated capacity for these three facilities is 1,902.

Theo Lacy Jail Facility in the City of Orange will have a rated bed capacity of 2,442 plus 126 dedicated medical beds upon completion of the A-E Barracks renovation and the opening of Building A, both scheduled to open in 2003. Jail expansion is continuing at the Theo Lacy Jail Facility with the final phase of construction of Building B ongoing throughout 2003.

The James A. Musick Jail Facility, located in the City of Irvine, began housing inmates in 1963 and serves as minimum-security facility. The State Board of Corrections rated capacity² for Musick Jail is 905.

¹ The 118% includes the Board of Corrections rated capacity of 4,133 in all five jail facilities, but does not include the 384 additional beds yet to be completed that are part of the Theo Lacy Jail Expansion Project.

² Due to three temporary tent facilities, the Department rated capacity at the Musick Jail is 1,265.

Strategies for Accomplishing Goal 2

Objective 2.1 Continue expansion and rehabilitation of County jail facilities and detention areas to increase inmate capacity and maintain safety.

- a. Continue to implement enhanced 800 MHz radio coverage in jail facilities by installing bi-directional amplifiers in the Intake and Release Center and Theo Lacy.
- b. Provide full-time communications technical support to Theo Lacy.
- c. Continue training and development of Emergency Response Team, which is specially trained and equipped to handle major incidents and emergency situations.
- d. Open Building “A” in Theo Lacy.
- e. Complete renovation of Barracks A-E at Theo Lacy.
- f. Continue planning for the construction of a new laundry facility at Musick.
- g. Continue construction of Building “B” for build out of Theo Lacy for 576 additional maximum-security beds.
- h. Complete process of rebuilding the West Compound kitchen and inmate dining area at Musick.
- i. Initiate first phase of automated preventative maintenance for all Department facilities, targeting critical fire/life/safety systems.

Objective 2.2 Increase efficiency of County jail operations

- a. Approve plan for Cook Chill Food Production System.
- b. Acquire and install Cook Chill Food Production System at Theo Lacy Facility.

Objective 2.3 Increase effectiveness and efficiency of Inmate Commissary sales and operations.

- a. Increase profits from sale of Commissary items to inmates to transfer to the Inmate Welfare Fund by improving the efficiency of Commissary operations.
- b. Transfer funds to Inmate Welfare Fund with the aid of upgraded hardware and software.
- c. Conduct a complete review of the vending operation program currently provided to the Musick Facility, the Youth Guidance Center, and the Probation Department.
- d. Initiate a one-year follow-up of actions recommended during the Commissary Operations Organization Review.
- e. Conduct a complete classification study of the Commissary Unit.

Objective 2.4 Increase availability of inmate programs for continuing education, vocational skills, job skills development, and personal responsibility skills.

- a. Pursue implementation of all approved and budgeted inmate programs to the greatest extent possible given space constraints.
- b. Provide increased opportunities for inmates to participate in behavior modification programs.
- c. Implement the Cognitive Restructuring/Anger Management Program and expand existing programs to maximize the number of inmates who may benefit from them.
- d. Upgrade course content and/or instructional delivery of vocational training.
- e. Expand post-release transition assistance to inmates, establishing *The Great Escape* program as the centralized clearinghouse for transition services.
- f. Expand the existing Job Development Program to include construction of the Job Development Center as soon as funding resources permit.
- g. Explore the feasibility of using volunteers in a larger capacity.
- h. Continue pursuing and utilizing equipment and supplies donated to Musick Facility.

GOAL 3: LEAD AND SUPPORT COUNTYWIDE LAW ENFORCEMENT EFFORTS

Clients for Goal 3

As described previously under Department-wide Clients, the clients for Goal 3 include all Orange County cities, which by Board of Supervisors Resolution receive services from the Sheriff-Coroner Department. The entire County also receives emergency preparedness and communications services, as well as planning for and addressing potential acts of terrorism.

The Orange County Police Chiefs' and Sheriff's Association works in partnership to provide regional solutions to Countywide law enforcement problems. The Department also works with federal and state task forces to address specialized law enforcement needs and community concerns. Information services and assistance are provided to federal, state, and local law enforcement agencies when requested.

Challenges for Goal 3

The identification of adequate funding sources is the most significant challenge to the Department in leading and supporting Countywide law enforcement efforts. The establishment of the new details, such as the Terrorism Early Warning Group and Joint Terrorism Task Force, along with continuing efforts to provide Homeland Security in Orange County, will require the Department to secure adequate, ongoing state and federal funding.

Resources for Goal 3

Over 390 forensic scientists, coroners, dispatchers, communication engineers and technicians, computer experts, managers, and office staff lend their experience and support to process crime scenes, death investigations, and emergency management and response.

The Orange County Coroner Forensic Facility and Statewide Coroner Training Center in Santa Ana is currently under construction and is planned to open in 2003. In addition to housing Department Coroner staff and forensic operations, the Training Center will also be the only training institution in California designed to meet the specific needs of coroners. The Training Center will also host the California Department of Justice's Commission on Peace Officer Standards & Training (P.O.S.T.) mandated basic, intermediate, and advanced training for coroners in California.

Strategies for Accomplishing Goal 3

Objective 3.1 Provide quality emergency communication technical services.

- a. Complete amateur radio antenna and base station installations at the West and Harbor/Newport Beach Justice Centers.
- b. Coordinate communications technical support and contractor oversight of the construction of the Regional Fire Operations and Training Center (RFOTC) and the relocation of the Fire Authority's dispatch center to the RFOTC.
- c. Extend by ten years the service life of the 900 MHz paging system which is critical to emergency alerting of reserve and off duty firefighters.
- d. Continue to provide upgraded communications systems and round-the-clock maintenance and engineering services to law enforcement and fire dispatch 9-1-1 centers, mobile and portable radios supporting the backbone systems in the 21 remote sites that serve public safety and general government operations.

Objective 3.2 Publicize, facilitate, coordinate, and support Countywide efforts to prepare for, respond to, and recover from disasters.

- a. Further develop Private Sector Terrorism Response Group (PSTRG) to enhance communications and information sharing regarding terrorism between public and private sectors.
- b. Explore technological feasibility and availability of funding for an alternate Emergency Operation Center.
- c. Participate in joint efforts with other public safety agencies within the region to gather information and mitigate potential terrorist activities.
- d. Continue development of Region I Homeland Security Advisory Council with Los Angeles County Sheriff's Department, Orange County Sheriff-Coroner Department, and industry leaders to prepare region for response capability for possible terrorism.
- e. Obtain appropriate grants and funding for Orange County Homeland Security effort to enhance Countywide capacity for response to the threat of terrorism or an act of terrorism.
- f. Develop and distribute a Disaster Service Worker video as an introduction to all County employees for their role in responding to emergencies and/or disasters.
- g. Work on development of a disaster simulation scenario designed to meet the specific needs of the Coroner Division and permit interactive practice drills.

Objective 3.3 Upgrade Forensic Science Services and resources

- a. Train every Orange County police agency on the use of portable evidential breath alcohol devices.
- b. Complete the conceptual design for a Countywide latent palm print identification system for crime scene investigation.
- c. Provide web-based public and law enforcement access to forensic alcohol results and records.
- d. Continue transition to digital photography for routine crime scenes.
- e. Apply for grant funds to increase analytical work on non-sexual assault DNA cases.
- f. Work in conjunction with the State Office of Emergency Services to assist in the creation of a Coroner Mutual Aid manual containing statewide county resources available through the coroner's mutual aid plan.
- g. Update and enhance capabilities of current Coroner Information Management System to promote greater efficiency, streamline work for staff, and notify investigators of pending critical cases.
- h. Implement new technology that permits easy flow of information between the toxicology lab and the Coroner Division if funding permits.

Objective 3.4 Enhance the operation of the 800 MHz Countywide Coordinated Communications System

- a. Continue to develop real estate agreements for radio transmission sites to facilitate coverage improvements of the communication system.
- b. Rewrite 800 MHz Joint Agreement to reflect backbone cost-sharing agreement and new operational parameters for future 800 MHz CCCS post-implementation, pending an agreement between the cities and the CEO.

Objective 3.5 Increase lines of communications between the community and the Orange County Sheriff-Coroner Department.

- a. Continue the annual updating of the Department web site, including expansion of the recently added sexual offender database.
- b. Publish two issues of *Forensic News* to inform County law enforcement agencies about the capabilities of the Forensic Science Services division.
- c. Present at least 20 training sessions on forensic science issues to Orange County criminal justice partners.
- d. Provide daytime and evening tours of the Brad Gates Forensic Science Center on a monthly basis for the community.

- e. Provide regular meetings with the Private Sector Terrorism Response Group (PSTRG) to continue open lines of communication within the community and provide/receive pertinent information and valuable resources in the continuing fight against terrorism.
- f. Provide a proactive personal watercraft education program.
- g. Continue the whale watcher education program at Dana Point Harbor, expanding presentation of materials to members of the public attending speaking engagements featuring Harbor Patrol personnel.
- h. Accommodate public speaking requests for Harbor Patrol staff and management when possible.
- i. Provide boating and water safety education to children in Orange County.
- j. Provide education for boaters planning to view the annual whale migration.
- k. Provide personnel and equipment for special events in and around the three County harbors, and at inland static displays of Department resources.
- l. Continue to work directly with the Probation Department's Family Resource Centers (FRC) to analyze community needs and identify funding needs.
- m. Continue developing monthly presentations and demonstrations, including mock trials and speeches, by recovering teen addicts to help educate youth and their families on the dangers of substance abuse through the Juvenile Services Bureau.
- n. Continue to provide parents with the necessary tools for dealing with substance-addicted children, including printed and Internet resources, contact telephone numbers, demonstrations of the signs and symptoms of substance abuse and addiction, the opportunity to view paraphernalia, and the instruction on detecting drug use through the Horizontal Gaze Nystagmus method.
- o. Continue School Mobile Resources Team through grant funding in South Operations to handle increased demand for services and threat assessment from school staff and parents on school violence.
- p. Train new members of the Sheriff-Coroner Labor Relations liaison team.
- q. Support the California Association of Labor Relations as an officer of the board of directors.
- r. Maintain high level of support to our Department and other Orange County police agencies with all labor management disputes and strike planning.
- s. Continue scanning all pre-2000 Coroner records into computer system to eliminate searching through hard files for information.

E. 2003 STRATEGIC IMPERATIVE: *RECRUIT AND MAINTAIN A MOTIVATED AND PRODUCTIVE WORKFORCE IN SUPPORT OF THE DEPARTMENT'S GOALS.*

Clients for 2003 Strategic Imperative

In addition to the residents and businesses served by the Orange County Sheriff-Department, all current and prospective Department employees are clients because they assist the Department in achieving its goals. Surrounding law enforcement agencies, public safety entities and other County agencies, which utilize the Department's resources and training services, also have an interest in assisting the Department in achieving its strategic imperative.

Challenges for 2003 Strategic Imperative

Until the construction of the new Orange County Coroner Forensic Facility and Statewide Training Center is complete, the Coroner Division has been moved to a temporary location. Critical shortage of autopsy space has directly impacted the speed and ease of operation, which places increased demands on Coroner Division staff to maintain service levels.

Recent legislative changes have created new mandates targeting the Coroner Division. Meeting some of these mandates is not feasible until the Department of Justice implements its instructional guidelines, which are expected to be released in the final quarter of 2002. These mandates will create additional requirements for Coroner Division personnel and will tax the limited storage capacity of the temporary Coroner facility.

Resources for 2003 Strategic Imperative

Approximately 520 employees assist the Department by providing support functions including, training, recruiting, preparing and monitoring the Department budget, payroll, accounts payable, purchasing, information management, facilities planning and maintenance, and records keeping. These employees are responsible for staffing the following divisions: Professional Standards, Training, Financial/Administrative Services, Support Services, and Research and Development.

Basic and Advanced Officer Training programs are provided by the Training Division at the Department's two academy facilities and at local hotel conference rooms.

Strategies for Accomplishing 2003 Strategic Imperative

Objective 1: Ensure that personnel positions are staffed to maintain appropriate service levels.

- a. Continually monitor staffing levels to maintain adequate manpower as it relates to call volume and peak activity hours.

Objective 2: Provide law enforcement and corrections training that meets or exceeds all mandated requirements.

- a. Provide training to first responders in use of personal protective equipment (PPE) specific to possible chemical or bio-terrorism incidents. Deploy available PPE to first responders.
- b. Relocate the current temporary Coroner operation to the newly constructed fully operational Coroner Forensic Facility and Statewide Coroner Training Center, which includes state-of-the-art equipment to enhance medicolegal death investigation.
- c. Provide Emergency Operations Center orientation and emergency management training to Department employees to increase staffing capabilities at the Emergency Operations Center.
- d. Provide in-service training for all police departments and the District Attorney's office to facilitate increased awareness of the Coroner Division's role and enhance working relationships.
- e. Work with P.O.S.T. to create a structured training program and accredited certification for California coroners.
- f. Partner with UCI Medical Center to develop a fellowship program for forensic pathologists.
- g. Train all Coroner Division staff in Standardized Emergency Management System (SEMS) and the Incident Command System (ICS).
- h. Host two P.O.S.T. certified Marine Firefighting courses in conjunction with training requests through the California Department of Boating and Waterways.
- i. Host one P.O.S.T. certified Boating Under the Influence course.
- j. Ensure that all required automated external defibrillator quarterly refresher training is provided to all sworn Harbor Patrol personnel.
- k. Ensure that required hazardous materials refresher training is provided to all first responders assigned to the Harbor Patrol Division.
- l. Provide additional training to the CIRT (Critical Incident Response Team) members for Rapid Deployment and Mobile Field Force training.
- m. Implement an investigative training and education program for patrol officers.

- n. Complete construction phase and occupy the new 34,000-square foot Administrative/Classroom and Tactical Training Center and Range buildings at the Katella Training Facility.
- o. Secure and move into an interim Basic Academy facility while Rancho Santiago College builds a new state-of-the-art Regional Training Academy at the closed Tustin Marine Base. The current Basic Academy is located in a leased facility, and the lease is being terminated.
- p. Continue to transition the Department's aging inventory of duty-issue weapons by trading in non-serviceable handguns for larger caliber pistols.
- q. Purchase a new DVD edit and record system and portable camera for the Video Unit to transition from VHS to DVD.
- r. Develop new riot scenario for academy recruits to teach and evaluate tactics and decision-making in realistic riot situations.
- s. Complete the Force Options mobile trailer to allow simulator training to be conducted at various work locations.
- t. Continue training Department members in the Perishable Skills mandates, as determined by P.O.S.T.
- u. Design, develop, and present a 24-hour course, in partnership with Santa Ana College, to update and evaluate instructors' skills.
- v. Design, develop, and present a 24-hour course on the Incident Command System that will assist Department personnel in managing small and large-scale incidents.
- w. Design, develop, and present a 40-hour course on FAA Security for personnel assigned to John Wayne Airport.
- x. Certify and deploy a third Deputy/K-9 bomb detection team at John Wayne Airport. according to Transportation Security Administration (TSA) certification requirements
- y. Design and produce a mini CD-ROM catalog of course presentations.
- z. Increase the current number and variety of STC class offerings for correctional staff.
- aa. Redesign Reserve Level II Academy course curriculum to attract a larger pool of trainees.
- bb. Increase the current number and variety of class offerings for Reserve Deputies.
- cc. Develop Professional Staff Training Program to provide training for all non-sworn staff, and monitor and record the instruction.
- dd. Increase training for personnel in Vice and Gang Enforcement by providing expert training instructors and developing local training cases in conjunction with the Department Training Division.

Objective 3: Purchase additional equipment to meet the increasing demands of the Department.

- a. Purchase additional fire fighting turnout gear to provide maximal protection for deputies during Harbor Patrol fire fighting activities.
- b. Identify funding to replace aging Department helicopters.
- c. Purchase a third twin-engine helicopter for Airport Operations.
- d. Re-classify the CST position assigned to the Emergency Communications Bureau at Loma Ridge to more accurately reflect the position duties that are aligned with the Sheriff's facility maintenance position series.
- e. Obtain, through grants, sufficient and appropriate personal protective equipment (PPE) to first responders for possible chemical, biological, or nuclear terrorist attacks in the County.

IV. APPENDICES

A. Organizational Chart

B. Management Team

C. Joint Labor Management Committee

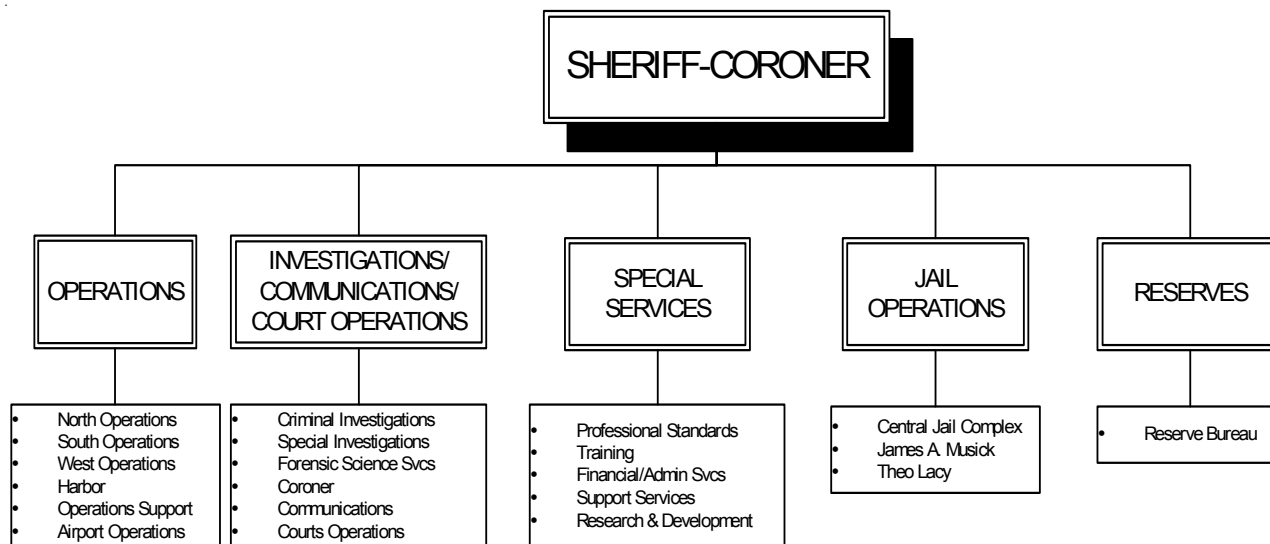
D. Business Plan Team

E. Accomplishments

F. Division DescriptionsG. Financial Charts

APPENDIX A

ORGANIZATIONAL CHART OF THE ORANGE COUNTY SHERIFF-CORONER DEPARTMENT



SHERIFF OPERATIONS — Provides patrol and investigative services to the unincorporated areas of the County and to 16 independent entities, including 12 municipalities, that partner with the Department for police services. Manages the Emergency Management and Communications Bureaus, Operations Support, Airport Bureau, Harbor Patrol Division, Hazardous Devices Squad, Transportation Bureau, Dignitary Protection, and Security/Special Events. Provides a comprehensive drug and gang awareness curriculum for schools, businesses, and community groups.

INVESTIGATION/COMMUNICATIONS/COURT OPERATIONS — Initiates and investigates public offenses and violations relating to crimes against persons and property, sex crimes, family violence, homicide, computer crimes, checks and fraud, vice and gang enforcement and narcotics offenses, as well as the implementation of specialized investigative services and task forces. Provides Countywide forensic science services in support of the investigation and prosecution of criminal cases. Conducts investigations into circumstances surrounding deaths falling within the Coroner's jurisdiction. Provides centralized coordinated communications systems for public safety agencies and general government on a 24-hour basis. Provides courthouse security, weapons screening, and perimeter security, apprehends criminals through enforcement of warrants for arrest, keeps prisoners secure as they await trial, and serves civil process.

SPECIAL SERVICES – Provides financial, administrative, supply, personnel, training, commissary, record keeping, data systems, building maintenance and construction management for the operation of the Department. Develops opportunity for Department growth through research, planning, and developing resources.

JAIL OPERATIONS – Provides jail functions to hold 63,000 arrestees annually and custodial services to inmates sentenced to serve time in Orange County, including housing, meals, record keeping, recreational activity, and services associated with the secure custody of inmates. Correctional Programs offers a variety of life skills and responsibility classes to inmates.

RESERVES – Provides a force of personnel consisting of more than 500 unpaid volunteers with specialized law enforcement training and equipment, divided into specialized reserve units: Aero Squadron, Administrative, Technical Services, Search and Rescue, Bloodhound Team, Operations, Investigative, Uniform Patrol, Mounted Unit, Harbor Patrol, and Chaplains.

APPENDIX B

ORANGE COUNTY SHERIFF-CORONER DEPARTMENT MANAGEMENT TEAM

Michael S. Carona	Sheriff-Coroner
John Fuller	Assistant Sheriff, Investigations/Communications, Court Operations
Don Haidl	Assistant Sheriff, Reserves
John “Rocky” Hewitt	Assistant Sheriff, Jail Operations
George Jaramillo	Assistant Sheriff, Operations
Doug Storm	Assistant Sheriff, Special Services
Deana Bergquist	Captain, Central Jail Complex
Jacque Berndt	Chief Deputy Coroner, Coroner Division
Steve Carroll	Captain, Criminal Investigations Division
Joe Davis	Captain, Airport Operations Division
Tom Davis	Captain, South Operations Division
Rick Dostal	Director, Research and Development Division
Bob Eason	Captain, West Operations Division
Frank Fitzpatrick	Director, Forensic Science Services Division
Jo Ann Galisky	Captain, Professional Standards Division
Pete Gannon	Captain, North Operations Division
Steve Harding	Captain, James A. Musick Facility
Stan Jacquot	Captain, Harbor Patrol Division
Kim Markuson	Captain, Special Investigations Division
Dan Martini	Captain, Training Division
Joe Robben	Director, Communications Division
Linda L. Robinson	Director, Financial/Administrative Services Division
Tom Twellman	Captain, Court Operations Division
Charles Walters	Captain, Theo Lacy Facility
Ron Wilkerson	Captain, Support Services Division
Catherine Zurn	Captain, Operations Support Division

APPENDIX C

ORANGE COUNTY SHERIFF-CORONER DEPARTMENT JOINT LABOR MANAGEMENT COMMITTEE

Michael S. Carona	Sheriff-Coroner
John Fuller	Assistant Sheriff, Investigations/Communications, Court Operations
John “Rocky” Hewitt	Assistant Sheriff, Jail Operations
George Jaramillo	Assistant Sheriff, Operations
Doug Storm	Assistant Sheriff, Special Services
JoAnn Galisky	Captain, Professional Standards Division
Karen Kiddy	Administrative Manager I, Professional Standards Division
Russell Baldwin	Forensic Science Services
Dan Beam	Court Operations
Wellington Bennett	Correctional Programs Unit
Ed Bilello	Central Jails
Becky Daher	Forensic Science Services
Bill Daher	Forensic Science Services
Debbie DeMaio	Support Services
Diane DeVargas	Community Programs
Oliver Didio	Training
Alex Gassler	Coroner Division
Jim Gotter	Forensic Science Services
Kenny Groves	Orange County Transportation Authority
Curtis Heye	Forensic Science Services
Robert Kiefer	Court Operations
Georgina LaBarbera	Intake Release Center
Randy Miller	Orange County Employees’ Association
Dana Nicholson	Communications
Barbara Pena	Correctional Programs Unit
Alyce Perry	James A. Musick Facility
Jon Powell	Intake Release Center
Bill Stein	Court Operations
Debora Vandor	Court Operations
Jeff Williams	Emergency Communications Bureau
Michael Wallace	Security Bureau
Paige West	Professional Standards
Terry Woodhull	Airport Operations
Traci Young	James A. Musick Facility

ORANGE COUNTY SHERIFF-CORONER DEPARTMENT AFL-CIO LABOR MANAGEMENT COMMITTEE

Karen Kiddy	Professional Standards
Marilyn Young	Professional Standards
Dave Black	Research and Development
Ted Clark	Research and Development
Lucille Freer	Research and Development
Dave Knecht	Harbor Patrol
Art McClure	Research and Development
Bill MacDonald	Research and Development
Matt Monzon	Research and Development

APPENDIX D

ORANGE COUNTY SHERIFF-CORONER DEPARTMENT 2003 BUSINESS PLAN TEAM

Michael S. Carona	Sheriff-Coroner
Doug Storm	Assistant Sheriff, Special Services
Linda L. Robinson	Director, Financial/Administrative Services Division
Jane Reyes	Assistant Director, Financial/Administrative Services Division
Kathy Douglas	Staff Analyst III, Financial/Administrative Services Division
Jarrett Kurimay	Deputy Sheriff, North Operations Division
Derek Rivas	Deputy Sheriff, Public Information Office
Sarah Quach	Sr. Accountant Auditor II, Financial/Administrative Services Division
Heather Weiss	Information Processing Technician, Research and Development Division

APPENDIX E

2002 ACCOMPLISHMENTS

GOAL 1: RESPOND IN A TIMELY AND EFFECTIVE MANNER TO PUBLIC SAFETY CONCERNS.

- Established a part-time traffic enforcement program utilizing a motorcycle officer in the City of Villa Park.
- Abated numerous abandoned vehicles, eradicated graffiti, and addressed numerous quality of life issues in North County unincorporated neighborhoods utilizing the Neighborhood Enhancement Team.
- Upgraded the less lethal capabilities of all Patrol Division staff, thereby enhancing their ability to respond safely and effectively to potentially life threatening situations.
- Met with concerned residents and resolved most concerns about perceived problems in the Black Star Canyon area.
- Updated the Forensic Science Services brochure so other agencies and the public have a better understanding of the Division's role and capabilities.
- Continued construction of the Orange County Coroner Forensic Facility and Statewide Coroner Training Facility, scheduled to open in 2003.
- Upgraded to digital cameras in Trace Evidence analysis for more efficient and effective analysis of physical evidence.
- Implemented the grant-funded Portable Evidential Breath Alcohol Test (PEBT) program which provides for "on-site" breath testing of drivers arrested for driving under the influence.
- Secured grant funding for School Mobile Resource Team, which responds to an average of three school call-outs per day.
- Secured grant funding for the continuation of the Juvenile Diversion Program.
- Secured grant funding for DUI enforcement for all Sheriff contract cities.
- Increased our referrals to juvenile diversion counseling by 100%.
- Increased membership of Explorer Program by 50%.
- Completed the design specifications for Alarm Interface.
- Successfully negotiated contracts with City of Aliso Viejo and City of Rancho Santa Margarita to provide law enforcement services.
- Assisted Orange County Fire Authority with fires in South County.
- Connected Universal Latent Workstation to FBI's Integrated Automated Fingerprint Identification System (IAFIS) system, which allows automated latent print searches in the FBI's fingerprint database. Identified latent fingerprints from a 1981 and a 1988 homicide using the system.
- Identified 23 previously unknown suspects using local, state, and national DNA databases.
- Identified over 400 suspects by latent prints from crime scenes and evidence.
- Continued to reduce the timeframe for clearing pending Coroner cases by streamlining workflow and determining individual case requirements.
- Worked in conjunction with state health agencies to collect information about child deaths that will assist in timely identification/prevention of child abuse.
- Participated in Domestic Violence Review Team and provided fatality information for use in prevention efforts.
- Obtained Board of Supervisors approval of the Sober Living Environment Program; several facilities in the County have been certified with additional applications in the process.
- Trained and equipped personnel working in select Justice Centers in the use and deployment of the automated external defibrillator. Continued participation in the Public Access Defibrillator (PAD) National Study coordinated through Mission Hospital.

- Completed a comprehensive Court Security Plan for the Orange County Superior Court as mandated by the State Administrative Office of the Courts.
- Installed generator for emergency power at Aliso Viejo Station.
- Court Operations personnel licensed for Amateur Radio communications participated in monthly testing coordinated by OCTNet/AR (Orange County Telecommunications Amateur Radio) to enhance communications during emergencies or upon the failure of normal telecommunications methods.
- Provided boating and water safety education to more than 500 Orange County children
- Continued to provide automated external defibrillators for use on all Harbor Patrol fireboats. All sworn staff have received continued refresher training on the use of defibrillators, which are deployed in each harbor on every shift.
- In compliance with a Newport Beach municipal code, the Harbor Patrol impounded and/or removed more than 80 derelict vessels from Newport Harbor.
- Harbor Patrol, working in cooperation with the Ocean Institute in Dana Point, oversaw a whale watcher education program in Dana Point Harbor. Boaters were given general boater safety information as well as specific information on techniques for watching whales without disrupting their migratory patterns.
- From Jan. 1 to Aug. 7, 2002, Regional Narcotics Suppression Program (RNSP) seized \$631,444 in U.S. currency, 658 pounds of cocaine, and 8,455 pounds of marijuana.
- Successfully broadcasted the first Child Abduction Regional Emergency (C.A.R.E.) Alert in Orange County according to the policies and protocols established by Assembly Bill 415.
- Apprehended the suspect in the Samantha Runnion kidnapping and murder investigation.
- Continued the Department's commitment to support the Child Abuse Services Team (C.A.S.T.) by attending quarterly meetings and workshops. Assisted in addressing concerns related to law enforcement, emergency response, and other multidisciplinary team issues to ensure the highest level of service.
- Sexual Assault Backlog Reduction Effort (S.A.B.R.E.) program received notification of 12 "cold hits" on three unsolved rape cases dating back as far as 1989.
- The Sexual Offender Notification And Registration (S.O.N.A.R.) team successfully completed a community notification of a high-risk sex offender, contacting over 1,200 members of the community.
- Successfully transitioned the California Air National Guard to provide screening checkpoint security at John Wayne Airport.
- Created and deployed two bomb detections teams, consisting of two deputies and two K-9, who are Transportation Security Administration (TSA) certified
- Transitioned from private passenger screening to the Transportation Security Administration, including contracting to provide additional law enforcement officers.
- Trained 86 Sheriff's Special Officers in the Airport Operations Division.
- Decentralized Reserve Aero Squadron.
- Enhanced Cadet program in the Emergency Communications Bureau and in Emergency Management to increase level of service to the community.
- Radio dispatchers and communication coordinators handled nearly 1 million phone calls of which 196,000 were 9-1-1 emergency phone calls.
- Incorporated Weapons of Mass Destruction/Doctors Reserve Panel into Emergency Management and Terrorism Early Warning Group for information sharing and training purposes.
- Developed Private Sector Terrorism Response Group to work with Terrorism Early Warning Group to help private industry prepare for possible terrorist acts.
- Developed Orange County Homeland Security Strategy for 2002 for presentation at the national level by Sheriff Carona.
- Activated County Emergency Operation Center on Sept. 11, 2002, for monitoring and in response to

received warnings of possible terrorism activities relating to Sept. 11, 2001 tragedy. No reported terrorist incidents in Orange County or in California.

- Trained South Operations patrol staff in how to operate 800 MHz system.
- Obtained Board approval on nine licenses, allowing Orange County Fire Authority to operate communications equipment from Sheriff Communications' facilities Countywide.
- Identified El Toro Elementary School as potential site for new temporary academy.
- Continued to increase the use of one-time contracts for special events which generate unanticipated Department revenue.
- Developed contracts for Coroner Division to provide services to outside County agencies which will provide full cost recovery for coroner services rendered by the Department.
- Developed a joint powers agreement for Forensic Science Services Division to provide forensic analysis and consultations to outside County agencies which generates full cost recovery for services rendered by the Department.
- Completed the Financial Integrated Systems (FIS) False Alarm module, Phase 1, which provides new tools to track and validate false alarm incidents, and increases revenue recovery. FIS Phase II to be completed in November 2002.
- Completed audit of Financial Services by the County Internal Audit Department on internal controls of the Revolving and Trust Funds cash disbursements.
- Successfully completed the Biennial Fixed Asset Inventory accounting for a total of 1,682 fixed assets with a value of \$90,076,845, which was reported to the Auditor-Controller as required.
- Worked with U.S. Office of Justice Programs to successfully complete an on-site grant financial monitoring audit on the internal controls of three COPS (Community Oriented Policing Services) grants (Making Officer Redeployment Effective, School-Based Partnerships, Universal Hiring Program).
- Successfully combined five years of Department timekeeping data into Windows Access database from Unix environment, which is capable of producing various reports. The reports will assist staff in analyzing information for budgeting and payroll purposes.

GOAL 2: PROVIDE SAFE, SECURE, AND EFFICIENT INCARCERATION FOR PRE- AND POST-TRIAL INMATES.

- Completed the development of database for radios and security systems.
- Implemented stricter controls in Jail Cashiering Operations for acceptance of bail at jail facilities.
- Correctional Programs expanded programs for Inmate Art, Veterans' Affairs, Youthful Drunk Driving, and religious and inspirational programs conducted in the Vietnamese language. Domestic Violence Programs for both males and females were implemented. Anger management and ADA Compliance programs were delayed due to budget constraints, but are expected to be reenacted in 2003.
- Over 16,000 law books and legal documents were provided to inmates via the Law Library.
- Successfully implemented the new GED testing series to comply with program guidelines issued by the State Department of Education and the GED Testing Service.
- Post-release tracking shows 76% of Orange County Jail inmates who complete the requirements for General Education Diploma while in-custody earned their GED certificate. This surpasses the overall state annual average of 69% by 7%.
- Post-release tracking shows BEST CHOICE program participants are 50% more likely to be employed full-time, and less than 3% of those individuals participating in both the in-custody and after-care portions of the program have any further contact with law enforcement to date.
- Pre-release data indicates that Orange County Jail inmates who successfully complete the GED requirements will exceed the California's scoring average for the sixth year in a row.
- Installed emergency power (back-up) generator at Musick Facility.

- Installed propane tank for refueling handicap visiting vehicle and farm equipment at Musick Facility.
 - Installed air conditioning units for the west compound and medical area at Musick Facility.
 - Re-roofed west inmate housing compound at Musick Facility.
 - Constructed steel awning to protect farm equipment at Musick Facility.
 - Refurbished four restrooms in the north inmate housing compound at Musick Facility.
 - Installed heavy-duty electrical vault box covers on the farm road at Musick Facility.
 - Re-installed manhole covers to the correct height on the farm road at Musick Facility.
 - Repaired awnings on the north and south inmate housing compounds at Musick Facility.
 - Replaced the steps and handicap ramp to the entrance of the west compound and administrative offices building at Musick Facility.
 - Repaved the entrance to the laundry facility and in front of the warehouse at Musick Facility.
 - Installed new culvert in east farm road across from the poultry area at Musick Facility.
 - Installed new kitchen building at Musick Facility.
 - Reviewed all Commissary Services vendor contracts to maximize manufacturers' rebate programs.
 - Tested and approved an alternative work schedule for the Commissary Operations Unit, resulting in allowing operations to close ½ day on Saturdays and all day Sunday.
 - Planned the complete rebuilding of the main control guard station at the Women's Jail, including the integration of a new touch screen operated control system.
- Designed and oversaw the installation of a centralized video switch for the Intake and Release Center.

GOAL 3: *LEAD AND SUPPORT COUNTYWIDE LAW ENFORCEMENT ACTIVITIES.*

- Incorporated the new Command I and Control II command vehicles in the Department response protocol.
- Provided 25 public service appearances to inform the residents about the capabilities of the Hazardous Devices Squad.
- Obtained \$1.5 million in grant funding for the Countywide Integrated Law and Justice System.
- Responded to 30 requests for Bomb Squad services made by public safety agencies in Orange County.
- Provided 20 public service appearances by the Department's Special Weapons and Tactics (S.W.A.T.) Team.
- Offered a protocol to all Special Weapons Team for assistance/loan of equipment to enhance Countywide law enforcement efforts.
- Coordinated approximately 60 appearances by the Department Honor/Color Guard.
- Utilized Community Programs Unit to coordinate 37 community events and 65 school presentations throughout Orange County.
- Orange County Transit Authority Police Services expanded the provision of law enforcement services to 24 hours per day.
- Completed the addition of the National Integrated Ballistics Information Network (NIBIN) automated firearms technology to the Department.
- Initiated a scientific program for student volunteers to support ongoing efforts for advances in technology and methodology. Six interns contributed more than 1,500 total hours of volunteer work.
- Provided interagency training support by conducting informational and training sessions at regular meetings of the District Attorney's Felony Panel, the Orange County Gang Investigators Association and the Orange County Homicide Investigator Association.
- Participated in providing forensic science training at the Citizen Academy.
- Scheduled employee representatives to attend school career days.

- Provided over 30 tours in the Brad Gates Forensic Science Building to the general public, groups of teachers and students, law students, District Attorney's Office personnel, and law enforcement personnel.
- Provided job-shadowing opportunities for high school students interested in forensic sciences.
- Improved Coroner's analysis completion time so Coroner cases take no longer than six weeks.
- Implemented cannabinoids (marijuana) analysis in blood and urine.
- Procured a state-of-the-art LASER to obtain fluorescent evidence not obtained through other methods.
- Integrated crime scene digital photographs with the Forensic Science Services computer network to quickly transmit photographs between the Crime Lab and the Coroner's office.
- Developed and implemented an automated real-time DNA collection procedure that reduced labor and time by 75%.
- Completed DNA lab remodel to permit more efficient operation.
- Renewed contract with City of Garden Grove to continue providing them with forensic services.
- Completed connection of Live Scan devices for all law enforcement agencies to more quickly identify arrestees from anywhere in the County.
- Submitted a Communications Division restructuring plan and equity study to Professional Standards Division and CEO/Human Resources. Still pending approval from CEO/Human Resources.
- Enhanced 800 MHz Communications System performance by upgrading antennas at five remote radio facilities; deployed intelli-repeaters at sites in Newport Beach and San Clemente; measured coverage in the developing unincorporated communities of Ladera Ranch and Talega Valley, and the Ortega Highway area.
- Installed Bi-Directional Amplifiers to provide in-building coverage in the 800 MHz system at San Clemente Police Services, Laguna Niguel Police Services, Central Men's Jail, Buena Park PD, Fountain Valley PD, Central Women's Jail, Huntington Beach PD, Westminster PD, Irvine Spectrum PD Sub, John Wayne Airport, Cypress PD, Anaheim PD Disney Staging, Orange PD, Hutton Towers Micro BDA, North Court, West Court, Harbor Court, South Court, and Irvine PD.
- Continued operation of 800 MHz Countywide Coordinated Communications with 15,000 radios in use in 113 Orange County and city agencies with 24 million transmissions annually.
- Completed installation of 800 MHz paramedic consoles at Mission Hospital, Western Medical Center, St. Jude Medical Center, Huntington Humana Hospital, UCI Medical Center and Hoag Hospital.
- Managed the independent financial audit of the \$85 million 800 MHz escrow account. Resolved all contract change orders and reconciled all contract expenses with Motorola by city and County agency/department. Refunded over \$4 million in interest earnings and \$400,000 in contract credits to the cities.
- Provided 800 MHz CCCS initial and/or refresher training to over 2,000 police officers (128 sessions).
- Participated in the nationwide APCO Project 39 Technical Committee activities for mitigation of interference to Public Safety 800 MHz communications systems from commercial wireless carriers. At the County level, Sheriff's Communications continued to mitigate 800 MHz cellular interference with AT&T, Nextel, and Verizon.
- Installed an integrated audio-visual system at the Sheriff's Homicide Investigation rooms, including digital recording and video routing via touch screen.
- Designed and installed sound reinforcement systems for five courtrooms at Central Justice Center; replaced systems in five additional courtrooms; designed and installed replacement, integrated intercom/duress/bailiff call system.
- Rebuilt duress/intercom/paging systems for Harbor Justice Center.

- Completed the installation of 10 high-speed Wireless Local Area Network Point of Presence transmitters throughout Sheriff Department sites to provide high-speed wireless access to the Mobile Data Computer (MDC) system.
- Expanded the Countywide Paging System into the Moorhead and Emerald Bay Fire Station remote radio facilities and resynchronized all of the paging transmitters. Approximately 1,250,000 pages are transmitted annually on this paging system.
- Completed the design, project management, system integration, and technical implementation of the new Command and Communications trailers, named Samantha I and Samantha II. Provided technical support to the deployment of the trailers in the Samantha Runnion case.
- Provided portable sound and video support to over 130 special events, meetings, and press conferences.
- Added the Los Angeles County Sheriff's Department communications center to the Orange County Landline Intercom System.
- Provided project management of the pickup and delivery of ballots for two elections, March 5 and Nov. 5, 2002.
- Established Coroner Investigative Reserve Unit to supplement regular, full-time staff in the event of a multiple fatality incident.
- Updated material in disaster manual and expanded focus on Weapons of Mass Destruction (WMD) and bio terrorism.
- Expanded Coroner Division staff knowledge of WMD and bio-terrorism through multiple trainings and participation in drills.
- Created structured P.O.S.T. certified training program for California coroners.
- Hosted statewide training seminar for medicolegal death investigators, homicide investigators, and forensic professionals in September.
- Developed database to prioritize and track requests for coroner educational services.
- Hosted two P.O.S.T. certified Marine Fire Fighting courses, one P.O.S.T. certified Boating under the Influence course, and five P.O.S.T. First Responder Operational Hazardous Materials classes during calendar year 2002.
- Harbor Patrol continued its community-oriented policing approach to educate users of personal watercraft in and around Dana Point Harbor. Accidents involving personal watercraft are very few in number due in large part to the proactive, educational approach to educating operators of this type of watercraft.
- Harbor Patrol began working with American Honda Corp. on a grant program to provide two of their personal watercraft) for patrol, search & rescue, and public education use. These should be in place by early 2003, and will be utilized over a two-year trial period.
- Provided extensive public access to law enforcement information via the Internet.
- Renewed Department's commitment to protecting the elderly and combating fiduciary abuse by gaining membership to the Council of Aging – Orange County Financial Abuse Specialist Team (F.A.S.T).
- The Sexual Assault Felony Enforcement (S.A.F.E.) team presented numerous classes and seminars on the subject of Internet Safety and how to protect and safeguard yourself and your family from sexual predators who roam the internet, to all levels of school aged children, school faculty members, business professional and other law enforcement agencies.
- Assisted in the formation of the Child Abduction Prevention and Education Committee which is responsible for developing and providing recommendations on child abduction and prevention education training programs. These programs are designed for both local level and statewide education and prevention campaigns.

- Participated in a joint partnership between the Department and the Orange County Superintendent of Schools in implementing “We Care About Kids,” a child abduction prevention pamphlet dedicated to advising parents on what they can do to help prevent child abductions.
- Continued to replace outdated equipment with state of the art technology in all units within Criminal Investigations Division, including computer technology, surveillance equipment, and communication devices.
- Criminal Investigations Division continued to dedicate one full-time investigator to the Southern California Regional High Tech Task Force (SCRHTTF).
- Facilitated transfer of 9-1-1 dispatch services to Newport Beach Police Department for annexation of Newport Coast.
- Participated in State Taskforce for potassium iodide (KI) distribution to communities within San Onofre Nuclear Generating Station Emergency Planning Zone to develop standards and disbursement protocols.
- Developed and implemented Countywide notification process to law enforcement, fire, and health first responders for National Terrorism Alert Warning System.
- Conducted “Display Determination” exercise for decision-makers and first responders to enhance understanding of emergency management protocols for responding to possible acts of terrorism in Orange County, which was attended by 49 agencies with over 250 participants.
- Developed web-based needs assessment for Countywide capacity to respond to a terrorist threat or potential terrorist act, which met state and federal requirements for grant funding available to prepare, train, and deploy first responders in the Orange County Operational Area.
- Participated in over 50 disaster preparedness symposiums, awareness days, conferences, and field exercises.
- Participated in Emergency Management Mutual Aid (E.M.M.A.) exercises at Diablo Canyon Nuclear Generating Station, Huntington Beach, Aliso Viejo, Fullerton, San Diego County, and Los Angeles County.
- Developed, coordinated, and trained for bi-annual San Onofre Nuclear Generating Station (S.O.N.G.S.) FEMA-graded exercise. Successful dress rehearsal with 180 participants occurred on Sept. 25, 2002. Bi-annual exercise completed on Nov. 6, 2002.
- Developed, coordinated and trained for FEMA graded SONGS Reception and Decontamination dress rehearsal held at UCI on Oct. 2, 2002. Field exercise completed on Oct. 30, 2002 with over 100 participants.
- Participated in State Strategic Committee on Terrorism (SSCOT), Mutual Aid Regional Advisory Committee (MARAC), Metropolitan Medical Response System (MMRS) Planning subcommittee, and HCA Preparedness Planning Council.
- Hosted two-day Threat Assessment Training Seminar for Terrorism Early Warning Group, including all fire, law enforcement, and health agencies. Hosted three-day Threat Assessment class for Public Works responders to establish baseline assessments of infrastructure.
- Conducted Standardized Emergency Management Systems (SEMS), Emergency Operations Center (EOC) Orientation, Planning and Situation Analysis, and S.O.N.G.S. training throughout the year.
- Received funding for 10 full-time Department members to comprise the Orange County Terrorism Early Warning Group (TEWG).
- Developed a Homeland Security Strategy for Orange County and submitted it to the President of the United States and the White House Office of Homeland Security staff as a model for the nation.

- Participated in the State Strategic Committee on Terrorism (SSCOT), Mutual Aid Regional Advisory Committee (MARAC), Metropolitan Medical Response System (MMRS) planning subcommittee, Los Angeles County Terrorism Early Warning Group (TEWG) and Terrorism Working Group (TWG).
- Hosted a three-day training seminar on Response to Terrorism.
- Participated in a Domestic Preparedness tabletop exercise in Huntington Beach regarding response to biological weapons.
- Developed Orange County Sheriff-Coroner Department Strategic Counterterrorism Plan.
- Trained deputies and distributed 300 Level C hazardous material suits for first responders.
- Participated in the National Homeland Security Defense Summit where Governor Davis signed terrorism-related legislation into law.
- Participated in the National Homeland Security Summit in Washington DC. This provided scenario-based preparedness, planning, and grant funding opportunities for terrorism response groups.
- Assisted with private business leaders in developing a Region I (Los Angeles and Orange Counties) Homeland Security Advisory Counsel.
- Handled approximately 20 labor incidents in Orange County.
- Transitioned fee schedules to result in full cost recovery for provision of Radio Services, Installation Unit and Dispatch Center Systems Unit services by Sheriff's Communications.

2002 ACCOMPLISHMENTS TO MEETING STRATEGIC IMPERATIVE FOR 2002:

RECRUIT AND MAINTAIN A MOTIVATED AND PRODUCTIVE WORKFORCE IN SUPPORT OF THE DEPARTMENT'S GOALS.

- Accurately forecasted hiring needs brought about by the accelerated retirements resulting from implementation of the 3% at 50 retirement benefit. Seventy-one sworn officers retired, 248 sworn officers were promoted, and 68 new sworn officers were hired. Coordinated the retirement paperwork, plaques, badges, ID cards, and CCWs by setting up assembly line to expedite the process and make it more efficient.
- Expanded female recruiting efforts and increased sworn female component by 51 positions.
- Tested 1,863 applicants for Sheriff Special Officer written tests and 2,376 for Deputy Sheriff Trainee.
- Processed 916 applicant backgrounds, hired 255 sworn staff and 320 professional staff, approved 118 security clearances, and completed 70 Grand Jury background clearances.
- Created Forensic Technician classification to enhance advancement opportunities for the Forensic Science series.
- Coordinated the Department's Labor Management Committee in developing and evaluating suggestions regarding Countywide cost savings measures.
- Supported Countywide efforts to redesign the PIP award process reducing the initial award period from 18 months to a pro-rated award at six months.
- Began a program in which Forensics Sciences Services Identification personnel attended Deputy patrol briefings to discuss crime scene investigation and other related issues.
- Backlog of sexual assault evidence to be screened was eliminated and the grant funded SABRE team routinely worked all current sexual assault cases.
- Provided more than 5,120 hours of Harbor Patrol field training for new deputies assigned to the division. Training included firefighting, search and rescue, navigation, and boat handling.
- Purchased firefighting turnout gear for all newly assigned Harbor Patrol Deputies, and replaced aging turnout gear for Deputies due for such replacements.

- Obtained a \$593,000 federal grant to fund the Domestic Violence Arrest and Compliance Tem (A.C.T.) to augment efforts to address domestic violence crimes.
- Obtained \$750,000 in grant funding to purchase 83 mobile data computers to allow deputies in patrol vehicles to access information in the field.
- Obtained \$1.25 million in grant funding to acquire and develop parking facilities at the Sheriff Training Facility at Katella.
- All investigators assigned to the Sex Crimes/Family Violence Detail successfully completed specialized and advanced training in interview, interrogation, and elicitation techniques.
- Continued to perform numerous successful computer forensic examinations relating to high profile sex crimes, homicide cases, computer crimes, etc.
- Expanded training orientation program to reduce training time for dispatcher trainees and communication coordinator trainees.
- Trained all field supervisors in role of patrol watch commander to enhance response capabilities during a major emergency or deployment.
- Emergency Management Accounting system for grants processing and funding distribution was streamlined by staff and EOC realized its efficiencies.
- Purchased office and classroom furnishings and equipment for the new Administrative/Classroom & Tactical Training Center and Range buildings at the Sheriff Training Facility at Katella.
- P.O.S.T. designated Katella Training Facility as a regional “Perishable Skills” training site.
- Provided Driving/Force Options simulator training to all officers from seven Orange County police agencies.
- Obtained sponsorship for the “Village Bank” in the Tactical Training Center from Pacific Mercantile to refurbish the building in a realistic setting.
- Developed and implemented a 32-hour Spanish course for basic academy recruits, including classroom and scenario training.
- Developed and implemented a P.O.S.T. mandated perishable skills training in Arrest and Control for Advanced Officer Training.
- Standards and Training for Corrections (STC) Unit received a 100% compliance on a Board of Corrections audit.
- Revised the Sheriff’s Special Officer Academy to include a stress-discipline academy and an expanded curriculum including airport security training, “Will to Survive” training, and scenario training at the Tactical Training Center.
- Graduated five Sheriff’s Special Officer Academies with 96 Sheriff Special Officers.
- Provided “Less Lethal” and “Cell Extraction” training to Correctional Sergeants and Lieutenants.
- Designed and developed a Training Division website.
- Reserve Training Unit established Internet link with P.O.S.T. to view Reserve Deputy training records and course data.
- Graduated five academy classes with 73 deputies and 75 officers.
- Nearly 85,000 hours of service were volunteered by all Reserve Forces.
- Maintained resource allocation statistics for POBOR reimbursements.
- Modified current procedures to accommodate new Orange County Codified Ordinances (OCCO) relating to the licensing of massage related businesses and practitioners.
- Automated procedure for processing DMV Confidentiality requests.
- Assisted in development of a management support team for Food Services Detail.
- Organized two Food Services Solution Committees and provided support staff to facilitate meetings with a forward focus on teambuilding and issue resolution.

- Completed the first phase of a classification maintenance study for Correctional Services Technicians and the Correctional Farm Operation.
- Orchestrated the implementation of a conciliation agreement for a PIP award dispute.
- Standardized and distributed 780 professional badges with title changes to more appropriately identify the classification.
- Evaluated appearance and material content of Correctional Services and Warehouse Worker uniforms and purchased improved quality uniforms at a reduced cost.
- Designed new vacancy reports to include positions or personnel on leave or loaned to other Divisions.
- Completed automation project of optically imaging 7,500 information cards to allow data retrieval from Professional Standards Division workstations.
- Redeployed staff to meet Department of Justice mandate that required sanitizing 1,280 records of criminal response information for 109 different classifications.
- Efficiently managed an increased workload of approximately 60% to facilitate the revised Tuition Reimbursement program.
- Participated in the Mentoring Program for newly promoted Sergeants and Lieutenants and provided basic personnel management and employment law information.
- Worked cooperatively with Association of Orange County Deputy Sheriffs and CEO/HR to explore creation of an Investigation Rotation Program.
- Worked with Financial/Administrative Services Division and CEO/Budget to implement BRASS automated position-tracking system.
- Participated in a Countywide effort that involved redefining goal setting for the Management Performance Plan and explore efficiency of the program.
- Revised and distributed Rules and Regulations to all Sheriff's personnel.
- Actively participated in 147 job fairs during the 2001-2002 fiscal year.

APPENDIX F

DIVISIONS OF THE ORANGE COUNTY SHERIFF-CORONER DEPARTMENT

The Orange County Sheriff-Coroner Department is composed of five organizational functions: Jail Operations, Operations, Investigations/Communications/Court Operations, Special Services, and Reserves. An Assistant Sheriff administers each function, while Captains and Directors are responsible for the daily commanding of the divisions within those functions. The divisions within the Department are identified below within each function.

INVESTIGATIONS/COMMUNICATIONS/COURT OPERATIONS

Communications Division – Sheriff’s Communications provides centralized Countywide coordinated communications systems for all local public safety agencies (law enforcement, fire, and paramedic) and for general government on a 24-hour basis. Other services include installation and maintenance of communications and electronic equipment, operational, training, maintenance support to the coordinated communications systems, and engineering and frequency management. The Communications Division is the central coordinator/manager for the 800 MHz Countywide Coordinated Communications System.

Coroner Division – The Coroner’s Division is responsible for carrying out the statutory duties of the Coroner. These duties include investigation into the circumstances surrounding all deaths that fall within the Coroner’s jurisdiction for the purpose of determining the cause, manner, and time of death. Medicolegal death investigations are conducted Countywide on all homicides and suicides, and on accidental, suspicious and unexplained deaths. Other duties include establishing the identity of the decedent, notification of the next of kin, safeguarding personal property, and completion of mandatory records and documents. The Coroner Division is also proactive in the community, participating in programs aimed at reducing youthful drunk driving and drug use, identifying consumer products causing fatal injury, prevention of domestic violence, child abuse and elder abuse, and providing education and training for medical, legal and law enforcement professionals. Other contributions to the community include cooperative relationships with non-profit organ and tissue procurement agencies and researchers pursuing advancement of medical science.

Court Operations – The Court Operations Division provides security for the Orange County Superior Court in its eight justice center facilities. Sheriff’s Department personnel perform duties in the areas of courtroom and perimeter security, weapons screening, and conservatee transportation. Court Operations staff is also responsible for ensuring that prisoners are kept in a safe and secure environment while detained and awaiting trial. The Department’s Judicial Protection Unit investigates threats to the judiciary and provides protective services when needed.

Security services are provided to the Superior Court under an agreement that expires June 30, 2003. A new contract for services for the period commencing July 1, 2003 will be formulated during the first quarter of 2003.

County residents and businesses utilize the services of the Court Operations Division for the enforcement of court orders and the service of civil process. The Warrant Investigative Unit apprehends criminals through the enforcement of warrants of arrest.

Criminal Investigations – The Criminal Investigation Division initiates and investigates reported public offenses occurring in the unincorporated areas of Orange County, County facilities and County jail facilities, as well as within the 12 cities that contract with the Department for law enforcement services. The Division prepares and develops material derived during investigations for presentation to the District Attorney's Office for complaints and/or warrants. The goal is the ultimate apprehension and successful prosecution of offenders in the areas of crimes against persons and property, sex crimes, family violence, homicide, computer crimes, checks and fraud. The Division is involved in the creation and implementation of specialized investigative services and task forces. These include: C.L.U.E. (Countywide Law Enforcement Unsolved Element), an unsolved homicide investigation team; S.O.N.A.R. (Sexual Offender Notification and Registration), a community notification and supervision of high risk sex offenders investigation team; participation in FBI's S.A.F.E. (Sexual Assault Felony Enforcement), which focuses on Internet pedophiles; participation in FBI's C.O.B.R.A. (County of Orange Boiler Room Apprehension); B.R.A.T. (Bank Robbery Apprehension Team), and SCRHTTF (Southern California Regional High Tech Task Force). In addition to these specialized investigative services and task forces, a new federally funded grant was recently approved to implement a family and domestic violence Arrest and Compliance Team (A.C.T).

Forensic Science Services Division – The Forensic Science Services Division provides critical Countywide services in support of criminal prosecution and death investigations. The Crime Lab processes clandestine laboratory crime scenes; performs crime scene reconstruction, and conducts scientific analyses of items such as hairs, fibers, arson debris, firearms, questioned documents, and controlled substances.

The DNA Lab analyzes biological stains in sexual assault and homicide cases for DNA to identify suspects in those cases. The lab also puts efforts into analyzing DNA in unsolved crimes. The Toxicology Lab provides analysis for drugs and poisons in three areas: coroner's toxicology, countywide blood/breath alcohol analysis, and analysis of drugs found in and on prisoners arrested for being under the influence of drugs.

The Identification Bureau provides crime scene investigation services including photography, crime scene documentation, scene, and evidence processing for latent fingerprints, and fingerprint comparisons. There has been a substantial increase in service requests related to the re-investigation of past unsolved homicide and sexual assault cases by the District Attorney and specialty units in county law enforcement agencies. The Cal-ID Bureau administers the countywide automated fingerprint identification system to speed the identification of new arrestees and to link crime scene latent fingerprints with known criminals.

Special Investigations – The Special Investigations Division is designed to deter, investigate and suppress all violations of law related to narcotics substance abuse, street gangs, and vice activities. Special Investigations Division is comprised of the Gang Enforcement Team (G.E.T), Narcotics Detail, Vice Detail, and Regional Narcotic Suppression Program (RNSP). GET is structured to deter street gang activity by proactively engaging in street suppression activities. The Narcotics Detail is responsible for the detection, investigation, analysis, deterrence, and arrest of all street level violators within the Sheriff-Coroner jurisdiction. Vice is tasked with the responsibility of identifying, investigating, and prosecuting suspected vice offenders. In addition, Special Investigations has personnel assigned to the Regional Narcotic Suppression Program (RNSP), a multi-agency task force formed to combat high-level drug trafficking and money laundering.

JAIL OPERATIONS

The Sheriff-Coroner Department oversees and operates five jail facilities that house over 4,900 inmates on a daily basis. According to the April 2002 Bureau of Justice Statistics Bulletin, the Orange County jail system is the fourth largest in California and is the most overcrowded of the four largest jail facilities in California. It is also the eighth most overcrowded jail system of the 50 largest local jail jurisdictions.

Central Jail Complex – The Central Jail Complex consists of three facilities: the Intake and Release Center (IRC), the Men’s Jail, and the Women’s Jail. The IRC is responsible for booking, classification, and releasing all inmates, and also includes the Inmate Records Unit, which is responsible for statistical data as well as creation and maintenance of files for inmates in custody. Annually, Inmate Records processes approximately 300,000 legal and court documents.

The primary function of the Men’s, Women’s, and IRC jail facilities is to house inmates who are not eligible for the outlying facilities. In addition, Video Arraignment Court is located within the Men’s Jail. This addition allows inmates to attend their misdemeanor arraignment hearing via video at the Central Jail Complex.

Theo Lacy Jail Facility – The Theo Lacy Jail Facility provides for the security and safety of maximum, medium and minimum-security inmates. The Department has completed 384 additional maximum-security beds and 125 medical beds, and has begun construction on facility space for an additional 576 maximum-security beds to meet the continuing needs for additional custody space. The facility operates the Community Work Program, which enables sentenced, low-risk inmates to perform community work in lieu of incarceration.

The Department has dedicated 64 beds in a maximum security housing area at Theo Lacy to house inmates participating in the BEST CHOICE (drug/alcohol treatment) Program. This pilot project is strictly voluntary on the part of the participants and is demonstrating the potential effectiveness and benefits to be derived from a dedicated 500-bed drug/alcohol custody/treatment facility. Since the program’s inception, 226 inmates have successfully completed the in-custody portion of the program. Participants in the BEST CHOICE Program have an average history of 15 prior arrests and an average of 10 prior stays in a correctional facility. Less than 2% of all program participant drug screenings are returning positive, program participants are 50% more likely to be employed full-time, and less than 3% of those individuals participating in both the in-custody and after-care portions of the program have had any further contact with law enforcement to date.

Through an aggressive review of inmate housing assignments, a 96-bed housing area at Theo Lacy has been made available for a period of two years, on a lease basis, to the Probation Department to assist them in addressing the critical overcrowding at Juvenile Hall. This cooperative effort has been accomplished without any compromise in inmate safety or facility security, while continuing to meet the particular needs of the in-custody juvenile population. During a recent inspection of this unit, members of the Federal Juvenile Justice Commission described it as a “national model for other agencies.”

Theo Lacy Facility is also responsible for administering Food Services for all the Department’s jail facilities, serving approximately six million meals yearly. Food Services is mandated by the California Board of Corrections to serve hot meals, cold bag meals, and special diet meals to inmates. Food Services also processes a variety of over 600 tons of fruits and vegetables that are grown at the Musick Facility.

James A. Musick Jail Facility – The primary function of the James A. Musick Jail Facility is to ensure the rapid, accurate, and legal processing of minimum-security inmates and to maintain the constitutional, secure, and humane detention of arrestees and sentenced persons who cannot be released from custody. The facility has been designed and built to provide the residents of Orange County with a safe and secure jail environment which meets or exceeds standards set forth by local, state, federal, and professional agencies.

The Correctional Programs Unit is headquartered at the Musick Facility and includes staff based in every County jail. Created to minimize the number of future crimes committed by offenders after release, Correctional Programs staff provides information and rehabilitation opportunities that allow inmates to change their attitudes, beliefs,

education, skill levels, and employ ability prior to their return to the community. Staff members conduct and coordinate a large variety of classes and activities at each of the County jails in compliance with Title 15 regulations and guidelines.

OPERATIONS

Airport Operations Division – This Division was created in 2002 in response to the increased security demands resulting from the events of September 11, 2001. Airport Operations is responsible for all law enforcement and security at John Wayne Airport. This Division includes the Air Support Bureau, which is the Sheriff's helicopter program, and the Reserve Aero Squadron. This Squadron, which consists of 43 pilots and 28 airplanes, is responsible for inmate transportation, surveillance, and special missions.

Harbor Patrol – Harbor Patrol provides law enforcement, marine fire protection and marine rescue services to the three Orange County Harbors: Dana Point Harbor, Newport Harbor and Huntington Harbor, plus 43-miles of coastline extending three miles out to sea. The harbors contain 15,000 of the 35,000 vessels registered in the County. Deputy Sheriff's provide patrol and fire fighting services 24 hours a day, 365 days a year. Harbor Patrol also acts as first responder to hazardous materials spills that occur within their jurisdiction. Harbor Patrol is self-sufficient, employing their own maintenance personnel who are responsible for maintaining the Division's fleet of 15 patrol and fire protection vessels, fire equipment, safety gear and 52 navigational buoys.

North Operations – North Operations is responsible for patrol and investigative services in the unincorporated areas north of the City of Irvine, including the community of Emerald Bay, and contract police services for the City of Villa Park, Cleveland National Forest, and the Orange County Fairground. North Operations includes the Community Programs Unit, which provides a comprehensive drug, gang and violence awareness curriculum for kindergarten through high school. Community education and awareness programs are also available for the business sector, community and school groups. North Operations is responsible for the transportation of over 365,000 jail inmates to the local courts and state prisons, vehicle fleet management, transit police services for the Orange County Transportation Authority, police security services for County buildings, security services at the El Toro Marine Base, and special events planning and management, including the Medal of Valor and Peace Officer Memorial ceremonies. Additionally, this Division supervises 10 specialized law enforcement functions: Hazardous Devices Squad, Special Weapons and Tactics, Hostage Negotiation Team, Critical Incident Response Teams, Pedestrian Crossing Guards, Sheriff's Color Guard, Canine, Bike Team, Neighborhood Enhancement Team, Directed Enforcement, and the Joint Terrorism Task Force. Twenty police agencies joined with five State and Federal agencies comprise the Orange County Joint Terrorism Task Force (OCJTTF), co-directed by the Orange County Sheriff-Coroner Department and the FBI. The OCJTTF investigates all leads, confidential informants and anonymous letters pertaining terrorist suspects, companies, agencies, aliens, and illegal inhabitants with the County.

Operations Support – The Operations Support Division consists of the Emergency Communications Bureau (ECB), Labor Relations, Law Enforcement Mutual Aid, Terrorism Early Warning Group and Emergency Management. ECB is comprised of Sheriff's Dispatch Services and Control One. Dispatch Services provides 9-1-1, emergency, non-emergency, and business phone reception to the residents and businesses in the Sheriff's service area. Radio Dispatching to field units and other divisions of the Department is also a component of ECB. Control One links all Orange County law enforcement, fire, and public works agencies. Control One also coordinates mutual aid responses to public safety/service agencies with the San Onofre Nuclear Generating Station. This division has a lieutenant watch commander (manager) on duty 24 hours a day, year-round, who assumes responsibility for oversight of patrol activities and dispatch services, as well as emergency notifications and coordination on public safety issues impacting the Sheriff's Department service areas. This Division also provides a Law Enforcement Mutual Aid Coordinator and a Labor Relations Coordinator for mutual aid needs, job actions or strikes, not only

within the Sheriff's Department service areas, but also to any other police agency in the County requesting assistance. The Orange County Terrorism Early Warning Group (TEWG), consisting of a Lieutenant, Sergeant, Investigator, Deputies, Research Analyst, and Sr. Emergency Management Program coordinators is also part of this Division. This group is responsible for net assessment, planning, and coordination of terrorism indicators and warnings for Orange County first responders (law enforcement, fire, health) for any potential acts of terrorism within Orange County.

Emergency Management (EM) facilitates supports County and Operational Area efforts to mitigate, prepare for, respond to, and recover from disasters. The County Emergency Operations Center (EOC) is maintained by EM staff and activated, as needed. EM responds to directions given from the Orange County Emergency Management Council (EMC) and the Operational Area (OA) Executive Board. Duties include staffing the EOC, public education, and agency-specific emergency management training for fire, flood, civil disturbance, terrorism acts, and weapons of mass destruction.

South Operations – South Operations provides contracted police services to the cities of Aliso Viejo, Dana Point, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente, and San Juan Capistrano. Services are also provided to the unincorporated areas of Ladera Ranch, Las Flores, Coto de Caza, Wagon Wheel and Trabuco Canyon in South County. The Division serves nearly 550,000 residents, averaging over 200,000 calls for service annually. Services include preventive patrol, criminal investigation, juvenile diversion services, traffic enforcement, collision investigation, parking enforcement, court services, criminal investigation, canine and mounted enforcement units, gang enforcement, community education, and service programs such as the Sheriff-Coroner Explorer Post. Specialized investigative units focus on youth violence and property crimes. South Operations coordinates the efforts of nearly 1,300 volunteers, assisting law enforcement in various activities, such as vacation patrol checks, parking and code enforcement, community support, and special events.

West Operations – West Operations provides contract police services to the City of Stanton. This Division provides preventative patrol, traffic enforcement, traffic accident investigation, court services, criminal investigation, specialized investigative enforcement, and community education programs.

RESERVE BUREAU

The Reserve Bureau provides approximately 600 civilian law enforcement volunteers with specialized skills, training, and equipment. Reserve deputies donated nearly 85,000 uncompensated hours to the Department during the 2002 fiscal year. This function is divided into specialized units: Aero Squadron, Administrative, Technical Services, Search and Rescue, Bloodhound Team, Operations, Investigative, Uniform Patrol, Mounted Unit, Harbor Patrol, and Chaplains.

The Reserve Bureau utilizes the Professional Services Reserve Unit (PSRU) comprised of citizen volunteers who possess experience in specialized fields. In establishing this reserve volunteer unit, Sheriff Carona has created a mechanism through which Orange County law enforcement can receive benefits from experts in a recognized field at no cost to the citizens. The Department will continue to seek volunteers for this unit during 2003.

SPECIAL SERVICES

Financial/Administrative Services Division – This Division provides operational, administrative, and business services through specialized functions. The Division develops and monitors the Department's Five Year Strategic Plan, the annual Business Plan, and 20 Department budgets; prepares and administers law

enforcement contracts totaling \$88 million annually; manages Commissary Operations with sales of \$ 4.7 million annually; operates jail cashiering; provides purchasing and real estate services; processes payroll for over 3,800 employees; orders and maintains supplies for the Department; and conducts multiple audits and cost studies within the Department.

Professional Standards Division – The Professional Standards Division works in partnership with all divisions of the Department, providing essential services to Department employees, residents of Orange County and other County agencies. Services include recruiting applicants for sworn and professional staff positions throughout the Department, providing promotional opportunities to maintain an efficient staffing level, conducting pre-employment background investigations, providing security background checks for HCA, Probation and PF & RD, issuing and monitoring business licenses and Concealed Weapon Permits for the community, investigating complaints of alleged employee misconduct, responding to all discrimination complaints, investigating and processing Workers' Compensation claims, initiating and monitoring performance evaluations for over 3,900 employees, and acting as a liaison for various state and County agencies.

Research and Development Division – This Division provides planning, design, construction management, and maintenance services for Sheriff's Department facilities, researches grant opportunities and prepares grant applications, and procures federal and state surplus property for use by the Department. The Division is comprised of three units: Facilities Planning, which provides administration of millions of dollars in construction projects for the Sheriff's Department; Facilities Maintenance, which is responsible for building maintenance for approximately 1.5 million square feet of Sheriff's Department facilities; and Special Projects Unit, which prepares grant applications, conducts legislative analysis, and procures more than \$2 million of federal and state excess property annually. The Research and Development Division also provides assistance to other divisions and agencies with research projects, grants, and special programs.

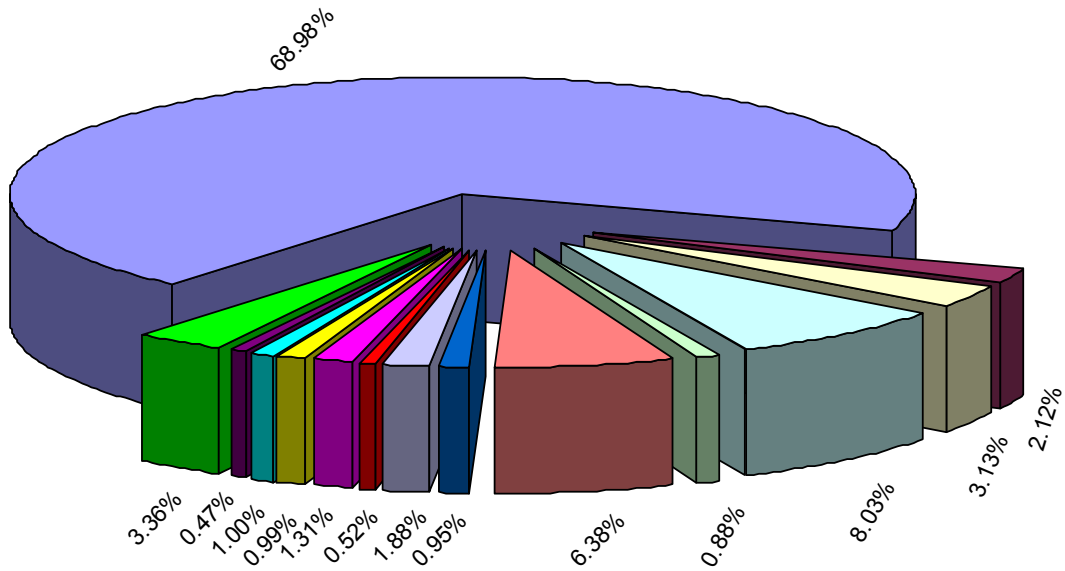
Support Services – The Support Services Division consists of several service areas: Information Management, Property/Evidence, Information Services, and Warrants. This Division deploys services through a closed, law enforcement only wide area data network, which is protected by security firewalls. In addition, Support Services maintains and supports the Department's mainframe computers. Sheriff's staff supports all law enforcement clients' server and mainframe operations.

Training Division – The Training Division, in cooperation with Santa Ana College, develops, schedules and presents law enforcement training for sworn peace officers, reserve officers and professional staff. Areas of training include the Basic Recruit Academy, Sheriff's Special Officer training, Firearms Training, Tactical Training, Reserve Officer Training, Continuing Professional Training (CPT) Standards and Training for Corrections (STC). A video training film library and training video production unit is also a part of the overall program. All components of the Training Division program are considered critical and relate to state training mandates in cooperation with P.O.S.T. and STC.

APPENDIX G

FINANCIAL CHARTS

**FY 02-03 FINAL BUDGET APPROPRIATIONS
20 FUND BUDGETS
\$500,509,102**

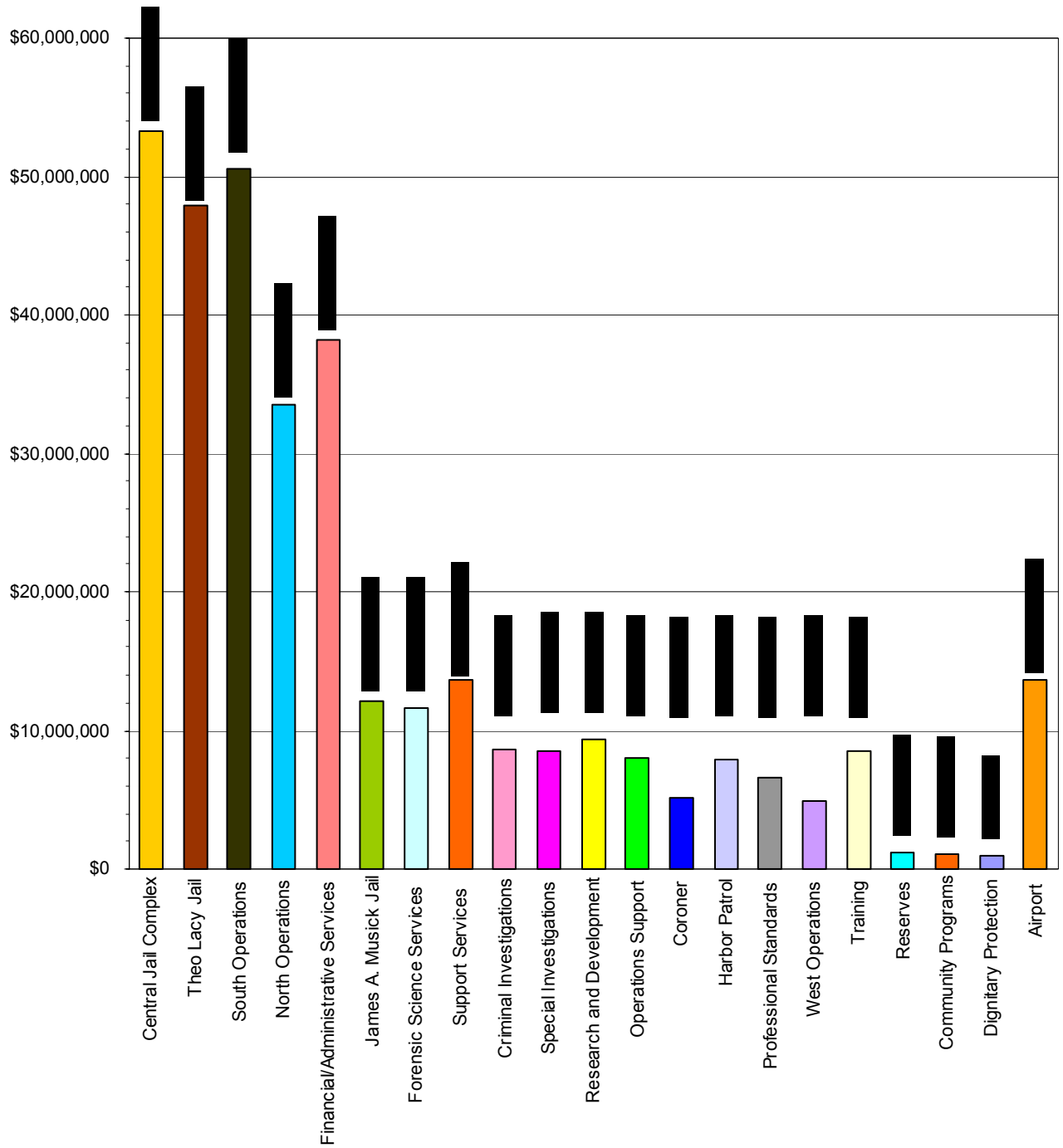


■ Sheriff-Coroner - \$345,230,146	■ 800 MHz (CCCS) - \$10,616,108
■ Communications - \$15,663,952	■ Court Operations - \$40,185,727
■ Cal-ID Systems - \$4,413,977	■ Theo Lacy Jail Const. - \$31,933,439
■ Jail Commissary - \$4,743,100	■ Inmate Welfare Fund - \$9,420,870
■ Total 1 - \$2,609,842 *	■ Total 2 - \$6,571,951 **
■ Sheriff's Substation - \$4,978,359	■ RNSP - \$5,008,450
■ County Jail Fund - \$2,338,513	■ SC Const. & Fac. Dev. \$16,794,668

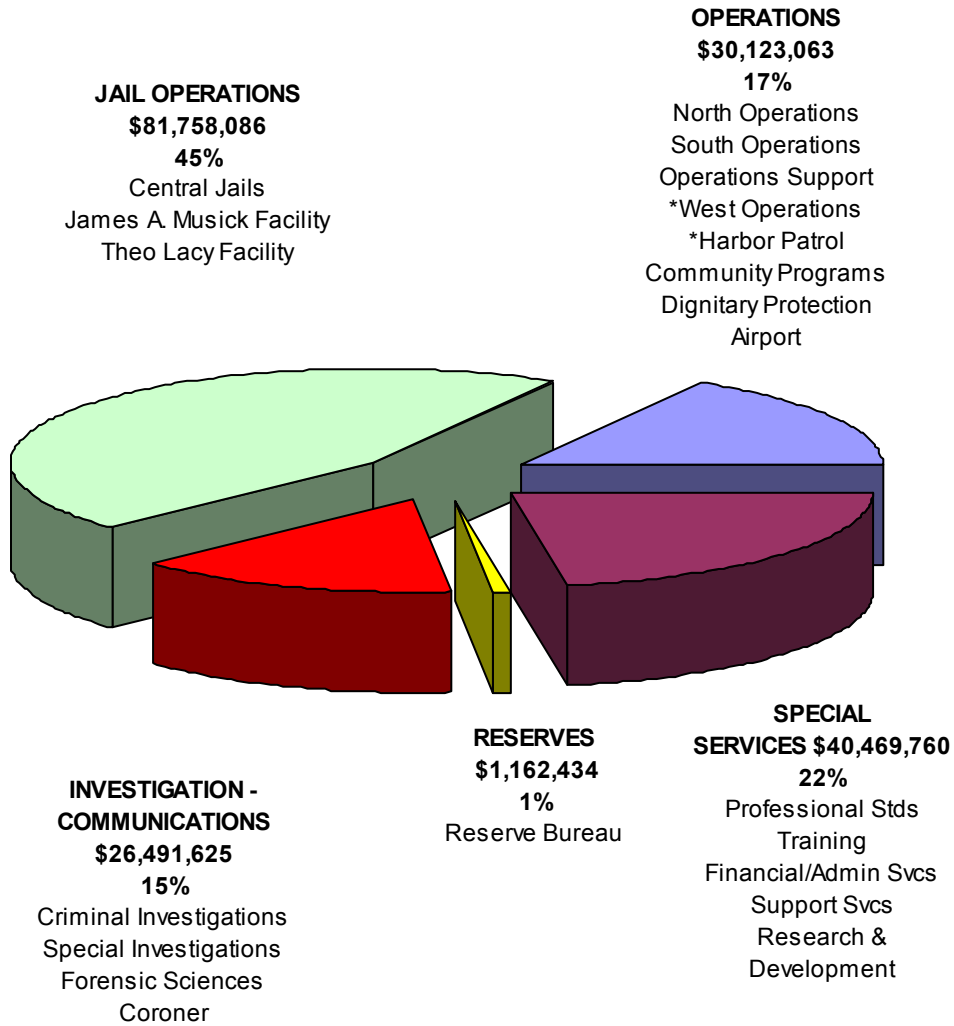
*Total 1= CCSF - \$17,395 (0.003%)
Cal-ID Operations - \$1,279,735 (0.026%)
Traffic Violator - \$1,312,712 (0.26%)

**Total 2= Emergency Management - \$1,281,983 (0.26%)
Meth Lab - \$1,204,742 (0.24%)
Cal-ID - \$1,278,852 (0.25%)
Supp Law Enf Svcs - \$1,276,133 (0.25%)
SNP - \$1,530,241 (0.31%)

FUND 060 APPROPRIATIONS FY 02-03 FINAL BUDGET \$345,230,146



**SHERIFF-CORONER DEPARTMENT
PROP. 172 REVENUE DISTRIBUTION
FY 02-03 FINAL BUDGET \$180,004,968**



*Note: Prop 172 funds do not pay for these services. They are supported by a contract/agreement.